SHETTLESTON HOUSING ASSOCIATION

Business Plan 2024 - 2027

Contents

~ ~ ~ ~ ~ ~ ~ ~ ~ ~ ~ ~ ~

Appendices

1 | Introduction

1.1 Our Business Plan is a key strategic document which sets out our vision and objectives, and how we will deliver on these. It provides a comprehensive overview of Shettleston Housing Association (SHA) and the environment in which we operate and articulates the strategic direction and ambition of the organisation for the three years of the Plan.

1.2 In preparing the Plan we have had regard to the Scottish Housing Regulator's Recommended Practice for Business Planning and the Regulatory Standards of Governance and Financial Management.

1.3 This plan has been prepared with a range of Board and staff input. Regard has also been had to tenant and other service user feedback.

1.4 The aim is to have a Business Plan that is owned by the Board and staff team and which reflects the needs and aspirations of our customers and key stakeholders.

1.5 By establishing clear, widely understood, aims the Plan should integrate the work of Board and staff members, linking with all other plans and processes, to ensure a common direction and focus throughout the organisation.

1.6 As well as setting out the Association's purpose, vision and values this Plan sets out our Strategic Objectives for the Plan period.

1.7 The Association requires a realistic and achievable plan for the achievement of these Objectives. The Summary Delivery Plan sets out the headline activity for the coming year and along with the KPIs, provides the framework for the detailed operational planning for 2024/25 and beyond. As such it also sets the context for personal objective setting through the staff appraisal process.

1.8 Business Planning is a continuous process. The Plan will be refreshed annually and rolled forward every year. This will ensure we always have a current Business Plan which sets out:

- Our strategic ambitions for the three years ahead.
- The updated financial projections to establish and test our short, medium and long term financial health and future viability
- The Summary Delivery Plan.

1.9 Progress against the Plan will be monitored and reviewed by senior staff throughout the year with reports to the Board and the full staff team on a quarterly basis.

Background Information

1.10 The Association's History

Shettleston is a community based housing association, a Registered Social landlord (RSL) and a Scottish Charity. It was formed in 1976 by local people who were concerned at the deterioration of their community and who wanted to save the traditional sandstone tenements that embodied that community.

Shettleston in the mid-70s was losing people, losing jobs and in danger of losing its sense of community. Tenements were being demolished or were falling into disrepair and the future looked bleak.

The area was dominated by run down, blackened tenements, built in the 1890s and 1900s which had seen little external improvement and maintenance since before the First World War. Tenement backcourts were little more than derelict land. However much pride householders took in their own homes, they seemed to be fighting a losing battle against dereliction and decay.

But events were to prove that whilst this was Shettleston's low point, it was also its turning point.

Changes in government policy and greater emphasis on the rehabilitation of housing rather than its demolition coincided with community activists and local people calling for a way forward for Shettleston. The result was the Association and a new partnership between Government at all levels and the local community.

While the early focus was on tenement improvement the Association gradually developed, first through building new houses and then by developing wider role projects. The organisation grew through a series of stock transfers, starting in the 1990's with transfers from Scottish Homes and culminating in second stage transfer of former City Council stock from GHA in 2009. An increasing emphasis on major repair and component replacement has seen the existing stock improve in line with the requirements of the Scottish Housing Quality Standard.

1.11 The Association today

Overview

The Association operates within the Shettleston, Greenfield, Springboig and Sandyhills areas of the east end of the city of Glasgow.

At March 2024 there were a total of 2445 homes in ownership by the Association. We also offer factoring services to 1243 local owners, with an ongoing management factoring service provided to 352 privately-owned homes.

Our current loan portfolio comprises a £45 million facility from Royal Bank of Scotland, with £41.6m of this drawn down at March 2024.

We are expecting to draw down a further £1.9m over the three years of the business plan period 2024/25 - 2026/27, with the remaining £1.5m available for drawdown in future years.

Over the coming three years (2024/25 - 2026/27) we have plans to invest £16.9 million in our existing stock: major repairs (£8.2m), planned and cyclical maintenance (£3.3m) and reactive and void repairs (£5.4m).

This business plan assumes no new build development projects, however there are two projects that we have identified for potential funding in our recently submitted Strategy & Development Funding Plan (SDFP) to Glasgow City Council (GCC):

- Wellshot Road sites (including former Telephone Exchange site which we own and the Shettleston Halls site)
- Old Shettleston Road site (currently owned by Clyde Gateway)

We may wish to take these projects forward in the future, subject to ongoing assessments of viability, and availability of required levels of grant funding and private finance etc. We are not making any commitment to progress these developments at this stage, but simply noting them as potential funding requirements in later years with GCC.

Governance

The Association is overseen by a volunteer Board, and the current Chair is Hugh McIntosh. The other Office Bearers include Elizabeth Battersby (Vice-Chair) and Maureen Mulgrew (Secretary).

Our Rules provide for a Board consisting of up to 18 members, 15 of whom are elected and must be Association members who live in the Association's area. Membership is only open to those living within the area. Three of the Board may be co-opted by the Board as they think appropriate. Those three co-opted members do not require to be share-holding members or resident within the area.

Where required by virtue of the number of candidates standing compared to the places available, Association elections involve a postal ballot of all tenants as well as members, conducted by an independent agent and subject to ratification by the Annual General Meeting.

The Association operates with three sub-committees: Audit & Corporate; Housing and Community Services and Property Services.

Staff

The Association's staff structure now includes 40 full-time and six part-time staff (42.35 FTE).

The staff team is led by an Executive Team comprising Chief Executive Tony Teasdale; Director of Finance and Corporate Services, Kirsty Brown; Director of Property Services, Colette McKenna and Director of Customer and Community Services, Craig Russell. The staff all operate from the Association's offices at 65 Pettigrew Street, Shettleston.

Subsidiaries

The Association is the parent of a Group structure which also includes two wholly-owned subsidiaries. Both subsidiaries have their own Boards and operate in accordance with an Independence Agreement with the Association and a Service Sharing Agreement which sets out the arrangements for staff support from SHA.

Upkeep Shettleston Community Enterprises: 'Upkeep' is a commercial trading company, led by John Thomson, Head of Operations.

It has a turnover of around £2.9 million and is the Association's principal subsidiary, employing 45 staff (40.43 FTE) and providing the Association with a range of services including:

- Day to day and cyclical maintenance
- Void works and Major Repairs
- Stair cleaning and back court maintenance
- Landscape gardening

It was established in 2005 as a 'social firm' whereby at least 25% of its employees had experienced physical or social disadvantage. It has recently reviewed it's social purpose, in conjunction with SHA, and one of its strategic priorities for the coming period is to deliver employability support and opportunities in the local area.

In addition to Shettleston, Upkeep provides services to other RSL's and private clients.

Upkeep has issued one share which is owned by the Association. Its Board is appointed by the Association's Board.

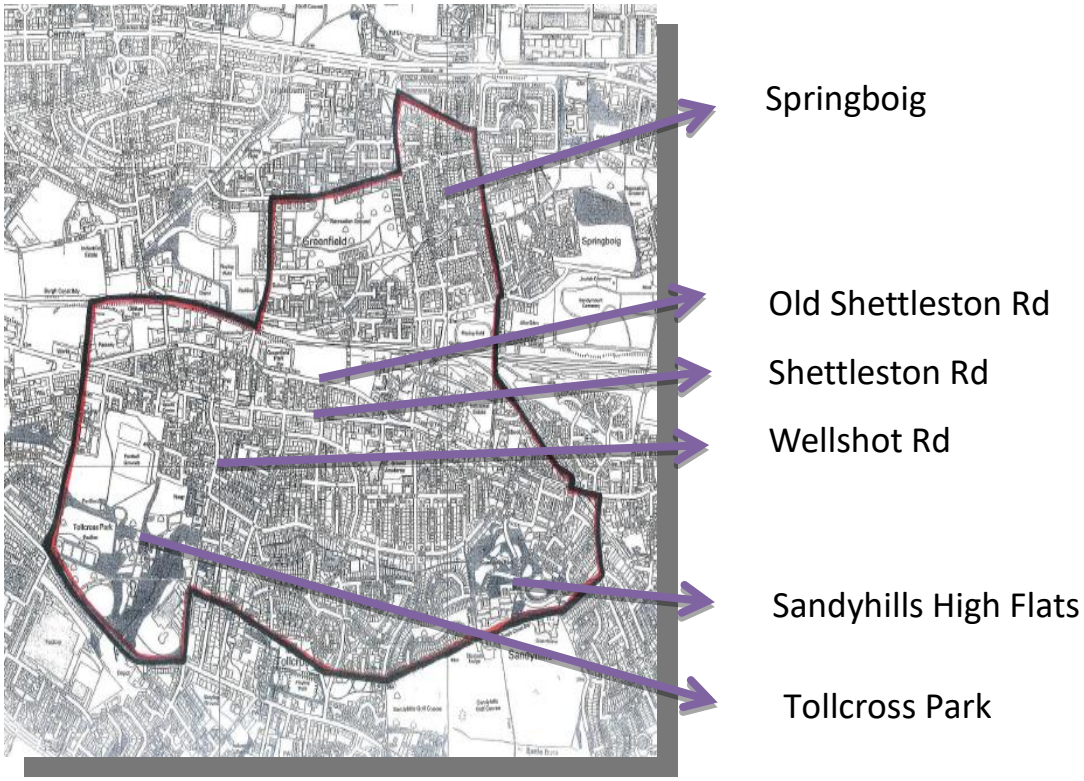
East End Housing Development Co: 'East End Housing' is a commercial trading company set up in 2007 to engage in both the private rented market and home ownership. It has a turnover of around £290k. To date it has acquired a number of tenement flats with a loan from SHA, which are let at market rents. It also manages the Association's portfolio of mid-market rent properties through a leasing arrangement. The Association is registered as a Lettings Agent in order to provide staffing services to East End.

As with Upkeep, it has issued one share which is owned by the Association. Its Board is appointed by the Association's Board.

1.12 Our Area

The Association's area has a population of around 15,000. It takes in the area from the Westmuir Street/Shettleston Road junction in the west to the Baillieston Road/Sandyhills Road junction in the east. It includes Tollcross Park and the Sandyhills area to the south and the South Greenfield and Springboig areas to the north. The traditional centre of the area is bounded by Shettleston Road and Old Shettleston Road.

The Association's area benefits from very good transport links to the city centre and



beyond; good local food shopping (with significant new supermarket provision in recent years) and a still generally vibrant selection of small shops and services on Shettleston Road; the close proximity of Tollcross Park and other green spaces as well as Tollcross Leisure Centre and other public service, social and cultural facilities within the area.

However the area continues to face a number of significant social and economic challenges.

Around three quarters of the area falls within Glasgow City Council's Ward 19 (Shettleston), which also encompasses a much wider area including Tollcross, Carmyle and Mount Vernon. The remaining part of our area (Greenfield and Springboig) comprises only a relatively small part of the adjacent Ward 18 (East centre).

The Council produces Ward Factsheets and the latest of these (2017) for the Shettleston ward indicates the following notable characteristics, with comparisons to Glasgow and Scotland wide statistics drawn from various sources:

	Shettleston Ward	Glasgow	Scotland
Population	25,806	595,080	5,424,800
Under 16s	15%	16%	18%
16 - 64	67%	69%	63%
Over 55s	33%	23%	33%
65 and over	18%	14%	27%
Single person households	21%	21%	34%
Households with dependent children	24%	23%	20%
Social rented	38%	37%	24%
Private rented	14%	17%	14%
Owner occupied	47%	47%	72%
Economically active (16-64 years)	63%	57%	67%
Economically inactive (16 – 64 years)	29%	29%	22%
Unemployed	8%	6%	4%
White Scottish, British, Irish, other	96%	85%	92%
Minority ethnic group	4%	12%	4%

For years Shettleston has scored highly in most of the indicators of deprivation. According to the ***2020 Scottish Index of Multiple Deprivation*** (SIMD) 75% of the 16 data-zones (small areas of population) in our catchment area are in the most deprived 20% in Scotland and 62.5% are in the bottom 10%.

The indicators used to establish deprivation include unemployment, health, and educational attainment so our community is poorer, unhealthier and has people with fewer qualifications and skills than more affluent parts of the country.

Despite life expectancy in Glasgow as a whole improving for both women and men over the last 16 years, wide deprivation-related inequalities remain. Across Glasgow's 56 neighbourhoods (as defined by the Glasgow Centre for Population Health) from the most affluent to the poorest, there is a difference in life expectancy of 15 years for men and 11 years for women. In the Shettleston/Tollcross neighbourhood, female life expectancy is 76.5 (Scottish average 80.7 & Glasgow average 78.2) and life expectancy for men is 69 (Scottish average 76.5 & Glasgow average 72.3). Glasgow: Health in a Changing City: Glasgow Centre for Population Health 2016.

1.13 Our Tenants

It is important that we understand the circumstances and needs of our tenants. We need to further develop this and will do so over the period of this Plan. The key information about our tenants that we do hold is as follows:

Household type

Household type	Tenants overall	New tenancies created in 2023/24
Single adult only	48%	44%
Two adults only	19%	20%
Single adult with one or more children under 18 years	16%	24%
Two adults with one or more children under 18 years	9%	9%
Three adults	5%	1%
Other	3%	2%

Age profile

Age band	Tenants overall	New tenancies in 2032/24
Under 18	0%	1%
18 - 25	4%	16%
25 - 35	16%	30%
35 - 45	18%	19%
45 - 55	18%	11%
55 - 65	21%	9%
65 - 75	15%	12%
75+	8%	2%

Ethnicity

A breakdown is given below of the ethnicity of all tenants and those who moved into their homes in 2023/24. The tenancy base is becoming increasingly diverse.

	Tenant households overall	New tenancies created in 2023/24
White		
- Scottish/British/English/Northern Irish	79%	72%
- Polish	3%	3%
- Other	2%	5%
Asian (Asian -Chinese, Asian - Indian, Asian- Pakistani and other Asian)	1%	4%
Black (Black British, Black Caribbean and other black)	1%	5%
Other	14%	11%

Economic status:

How rent is paid:	Tenant households overall	New tenancies created in 2023/24
Pay full rent	40 %	57%
Full Housing Benefit (HB) and/or Universal Credit (UC)	48%	37%
Partial HB or UC	11%	6%

1.14 Our Housing Stock

The Association owns 2445 properties of which 2401 are social rented, 32 for mid-market rent (managed by EEHDC) and 12 shared ownership properties. EEHDC itself owns 13 properties for rent.

Our social rented properties are predominantly (84%) flats, with the overall breakdown of house-types as follows:

Flats:	
• Tenement Flat	1731 (71%)
• 4 in a block flat	273 (11%)
• Other flat	56 (2%)
Total flats:	**2060 (84%)**
Maisonettes	**16 (<1%)**
Houses	**369 (15%)**

The social rented stock is also predominantly one or two bedroomed with a relatively small proportion (15%) being larger family accommodation.

Size	No
1apt	14 (<1%)
2 apt	898 (37%)
3 apt	1175(48%)
4 apt	321 (13%)
5 apt	29 (1%)
6 apt	7 (<1%)
7 apt	1 (<1%)

The origins of the Association lay in the acquisition and refurbishment of sandstone tenements which had been built towards the end of the 19th/early 20th century. These continue to represent over a quarter of our stock.

Nearly 2/3 of our homes were built more than 60 years ago. Only 12% have been built since 2002. This has major implications for our future investment requirements.

Age of stock	
Pre 1919	629 (26%)
Built between 1919 and 1944	874 (36%)
Built between 1945 and 1964	72 (3%)
Built between 1965 and 1982	268 (11%)
Built between 1983 and 2002	296 (12%)
Built since 2002	306 (12%)

1.15 Rents and affordability

The Association's rent structure has evolved piecemeal over recent years and in practice a range of different structures, reflecting the historic origins of different parts of the stock, are currently applied. All new tenants since April 2015 have had their rents set in accordance with a new Policy, and these tenants now represent 51% of the total.

This still leaves some significant anomalies within our overall range of rents. Our intention is to consult with tenants and introduce a fully harmonised rent structure in the coming year. Since 2020 we have made some progress in reducing anomalies by setting differential annual rent rises with higher increases applied to

those properties with the lowest rents, enabling a lower standard increase to be applied across the rest of the stock.

The table below shows our average monthly social rents for 2023/24 by apartment size and type.

	2023/24 average rent
2 apartment	**£s**
- Flat	356.61
- Four in a block flat	387.93
- House	468.50
3 apartment	
- Flat	391.95
- Four in a block flat	420.69
- House	414.54
4 apartment	
- Flat	404.02
- Four in a block flat	444.56
- House	494.38
5 apartment	
- Flat	445.39
- House	566.51

Below is a summary of how our weekly rents (including service charges) compared with other Scottish Registered Landlords (RSLs) a year ago, at March 2023 - the most recent available comparator figures.

Average Weekly Rent (includes service charges)

	Overall	2apt	3apt	4apt	5apt
Shettleston HA	**£85.03**	**£78.02**	**£86.56**	**£97.04**	**£121.23**
Scottish RSL Average	£96.60	£90.92	£92.67	£102.24	£113.15
Peer Group Average	£93.81	£83.57	£93.16	£103.81	£116.16
Community-based RSLs (in Glasgow and the surrounding area) Average *	£89.90	£81.94	£90.10	£99.98	£114.46
Wheatley Homes Glasgow Ltd	£111.75	£98.45	£106.35	£114.01	£124.21

* Based on research by SHN for the Glasgow and West of Scotland Forum of HAs (GWSF)

Note that our average weekly rents compare favourably with the Scottish RSL averages. An exception is our 5 apt rents. Note however that we have relatively few 5 apt properties and these are mainly new build and at higher rents.

We aim to set rents that are affordable to those on low incomes. Measuring affordability is not straightforward but using the Scottish Federation of Housing Association's Rent Setting & Affordability Tool, we have assessed that our rents are affordable against a relatively robust test i.e. that rents should not represent more than 25% of the income for someone on either:

- the National Living Wage rates or
- falling into the lowest 30% of incomes in the local region based on the Annual Survey of Hours & Earnings (ASHE).

(N.B. it is also assumed that these households receive no other benefit income).

This assessment did though show that for some property types and certain households that the assessment was border-line. Single person households on the lowest incomes (National Living Wage) were shown to be particularly vulnerable. This will be looked into further as part of the planned review of the Rent Policy in 2024/25.

2 | OUR PURPOSE, VISION AND VALUES

Our organisational purpose, vision and values are as set out below:

2.1 Our Purpose

We are a community-controlled housing association providing quality affordable homes and related services for the people and communities of Shettleston, Greenfield, Springboig and Sandyhills.

2.2. Our Vision

Thriving and prosperous local communities where all residents enjoy great homes and services, an attractive physical environment, and good life chances.

2.3 Our Values

Our core values were refreshed through consultation with staff and Board members in 2023. Our core Values are:

- Customer Service
- Community focused
- Teamwork
- Fairness

The behaviours and standards that we believe underpin these can also be seen on the graphic below:

3 | REVIEW OF PROGESS IN 2023/24

3.1 Overall

The year saw continuing economic uncertainty with a Cost of Living crisis affecting many of our tenants and challenges for the Association from inflation being at a higher level than for many years and a significant increase in interest rates.

Not-withstanding this we were able to make significant progress with the delivery of our Business Plan. The following is a summary of the key achievements and progress during the year:

3.2 Governance

The Board saw some significant change during the year. There was a successful transition to a new Chair early in the year and the recruitment of several new Members. Despite there being a number of vacancies the Board continued to strengthen through the recruitment of new Members from the community and of co-optees with specific targeted skills. Also during the year:

- A review of our organisational Values was undertaken in conjunction with staff.

- North Star governance consultants were appointed for a three year term to support the annual Board review process.

- The Board agreed to appoint North Star to also undertake a review of our Committee structure, meeting cycle and reporting arrangements with a view to streamlining governance arrangements and this was underway by the end of the year.

- The Board kept the Association's compliance with Regulatory standards under review and agreed a revised approach to self-assurance. In our Annual Assurance Statement we were able to report that no items of material non-compliance were identified and the Association had its regulatory status as "compliant" re-affirmed by SHR.

- Independent internal audit reviews were carried out in accordance with our Audit Plan in relation to Business Continuity and Disaster Recovery, HR-Staffing Review, and Reactive Maintenance. Audit findings were generally positive with all reviews receiving a 'Substantial' assurance rating. This means that our controls are largely satisfactory although some weaknesses were identified with recommendations for improvement made . A new three year audit plan has been agreed.

3.3 Operations

Staffing

We were able to progress with our Plans to develop our staff team and working arrangements:

- We commissioned an independent Staff Satisfaction survey to follow up on the one carried out in 2022. Overall the findings were extremely positive with uplifts in satisfaction levels reported in most areas. Areas for further improvement were captured within our People Plan.

- We re-located staff within our office building so that all are now on either the ground or first floor. This improved the working environment for some staff and generally improved team integration and interaction.

- An energy efficiency assessment of the office was undertaken with a range of action points for improvement identified that will be taken forward when resources permit.

- We reviewed our staffing needs in the Customer and Community Services team and successfully recruited a new Director of Customer and Community Services. Other changes to the structure were put on hold pending that recruitment and will be re-visited in the coming months.

- The level of staff turnover was less than in the last couple of years. We successfully recruited to a total of four posts across the organisation, bringing new skills and experience into the team. In addition two existing staff members were promoted into enhanced roles.

- Our staff absence rate reduced significantly from over 7% to under 3%.

- We introduced our new IHASCO on-line training package, with 378 training certificates issued through this during the year.

Service delivery

The staff team responded well to the various challenges and high standards of performance were again achieved. Our key service delivery targets/KPIs were met and our performance continued to compare generally well against sector averages.

Despite the challenging economic environment rent arrears were kept under control and we continued to work hard to support tenants in their tenancies.

Our three yearly tenant and owner satisfaction survey was carried out by independent agency the Knowledge Partnership. 87% of tenants reported as being satisfied overall with the Association as landlord. The report did highlight a number of areas for improvement however and, as seen across the social housing sector since Covid, satisfaction levels were generally down compared with our last survey in 2019. A Service Improvement Action Plan was developed through consultation with our Tenant Forum.

3.4 Our "wider role" in the community.

Our main objective during the year was to continue to support our tenants and the local community through the "cost of living crisis". We continued to provide targetted information and advice and tenancy sustainment support. We successfully sourced additional external funding to boost local incomes and assist with fuel bills.

We continued operation of the Tollcross Shettleston Money Advice Project (TSMAP) with our Tollcross partners, in addition to our own income maximisation service.

During the year we successfully bid for grant to employ an energy adviser, in conjunction with Tollcross HA.

We continued to provide support to important local community organisations including Shettleston Community Growing Project (SCGP), the Men's Shed, the Food Pantry, Shettleston Does Digital and the Shettleston Keenagers.

Our shop premises at 981 Shettleston Rd (the Shettleston "HUB") continued to function as the basis for existing and new services.

A very successful Shettleston Gala was held in conjunction with SCGP in August , with over 600 people in attendance.

Weekly English as a Second language (ESOL) classes were successfully established to help meet needs in our increasingly diverse community.

We continued to explore the feasibility of taking Shettleston Community Centre into community ownership.

Through our subsidiary, Upkeep, we continued to deliver apprenticeship and other training opportunities to benefit local young people.

3.5 Investment

In 2023/24 we invested over £4.5 million in the Association's existing housing stock. Along with a comprehensive range of cyclical works and our reactive and void repairs programme we undertook a capital works projects totalling £1.96million. This included:

- Replacement of windows in 43 homes
- Replacement of 74 flat entrance doors
- Installation of 188 boilers
- Installation of 81 new kitchens
- Replacement of 8 bathrooms
- Replacement of common windows at 4 blocks

In addition to the above we also completed medical adaptation works in 41 homes at a cost of £149,355. This work was fully funded by grant from Glasgow City Council.

In December 2023 we completed a stock condition survey on 25% of our existing homes. The results of this survey have been used to update and refine our assumptions for capital investment in the coming years.

We continue to develop our procurement arrangements across all aspects of the business to ensure we can secure greater value for money in an increasingly costly environment.

At the end of 2023 we completed a detailed energy efficiency study examining the most effective way to bring a pre-1919 sandstone tenement block up to 'net zero' standard. The study concluded that comprehensive retrofit will not be financially viable for the Association without significant funding assistance. However, the knowledge gained from it will enable us to develop smarter, more energy efficient methods of improving our homes as we undertake annual investment projects. We are now developing enhanced specifications for window and door replacements and aim to adopt an energy retrofit approach to our life cycle programmes.

We secured Building Warrant approval for the conversion of shared accommodation into two self-contained flats in February 2024. Works commenced immediately and are due for completion in May. This work will significantly enhance the energy efficiency of the two flats and will improve the suitability of accommodation we can offer our partners in tackling homelessness.

We bought back three homes from sharing owners during the year and converted these to social rented stock. In addition, we acquired four homes under the Council's Private Acquisitions Strategy, with grant funding assistance of £0.3million. These homes have been upgraded by the Association to meet our lettable standard and allocated via Section 5 referrals to help alleviate homelessness in the area.

3.6 Financial Update

Although the 2023/24 year was less turbulent in terms of economic uncertainty and operating environment than the year prior, it was not without its challenges. Inflation remained high for the majority of the year and although it has now dropped to 3.2% at March 2024, it is falling at a slower rate than expected and still above the Bank of England target of 2%. The impact of this inflation battle is that interest rates have remained higher for far longer than expected; the Bank of England Base Rate has remained at 5.25% since August 2023 and although it is expected to have peaked, it is unlikely to fall to below 4% before the end of 2024. Supply chain shortages and gaps in the labour appear to have eased and we are seeing more positive results when running tenders in terms of pricing in some areas such as repairs and maintenance. In contrast, insurance costs are soaring across the sector and following the significant increase for the 2023/24 year, the recent tender has seen a further 35% uplift for the 2024/25 year. Energy bills and food costs have remained high, although are now starting to fall, resulting in ongoing financial pressures for many people, including our staff and customers.

Despite these challenges, the Association has achieved a favourable outturn on arrears management, an increase in income and good cost control over the last 12 months. Forecast financial results for the 2023/24 year are favourable overall when compared to budgeted expectation and we have increased our cash reserves whilst removing the need for the expected £1.0m of loan drawdowns over the course of the year. The latter is due to the reduction in spend on our capital major repairs programme compared to budget. This was due to some reprogramming along with better pricing being achieved on some new contracts. We have carried forward capital major repairs spend of £0.22m to the 2024/25 year. As we have achieved a better cash reserves position, we have recently started taking advantage of the higher interest rates that are on offer by using 35/95 day notice accounts. These provide a higher rate of interest than our existing bank account offering.

Like many social landlords who have grown through stock transfer the Association does not have a single rent structure but is operating with a legacy of several. Our objective has been to move towards a harmonised structure and we are aiming to complete this over the next few years. The rent increase for the 2023/24 year was 7% across all tenancies. The 2024/25 rent increase will average 5.4%; the majority of tenants being charged 5.5% with some being charged a slightly lower or higher amount depending on where the current rent level sits in comparison to the average rent for the property type/size. It should also be noted that our most recent business plan update has seen our rent inflation assumption being revised from +2% above inflation for years 3 – 9 (7 year period) to +1% above inflation for years 3 – 17 (13 year period). We will continue to review and update our financial position and will take every opportunity to reduce the need for future above inflation rent increases where possible. Our aim is always to keep rents affordable

whilst also maintaining service levels.

We are also about to resume discussion with our lender, the Royal Bank of Scotland (RBS), on the possibility of amending our interest cover covenant calculation. Our updated business plan model is showing that covenant compliance is tight over the 2024/25 and 2025/26 years although we are achieving compliance. The aim is to provide more flexibility in terms of investment spend; this is important as we have yet to incorporate any significant spend in relation to EESSH2 or Net Zero into our business plan projections.

The update to the 30-year business plan model was approved by the Board in March 2024. It is also worth noting the following key financial performance indicators for the 2023/24 year:

- All statutory reporting and compliance requirements were met on time; and
- All loan covenants were achieved at the end of the financial year.

4 | STRATEGIC REVIEW

4.1 The Association regularly reviews its strategic and operating environment. Board and Senior Staff Strategy Days are an opportunity to reflect on the threats and opportunities we face, and how well positioned the Association is - in terms of our strengths and weaknesses – to address these. The most recent Strategy Day was held in November 2023.

4.2 The table below provides a summary SWOT analysis setting out the key issues currently facing the Association. All of these issues, changes and risks have been taken into account in formulating the objectives, projects, targets and financial assumptions set out within this Plan, and will continue to be reviewed.

STRENGTHS	WEAKNESSESS
○ Stock in generally high demand. ○ Affordable and relatively low average rents. ○ Generally good Charter/KPI performance. ○ SHN benchmarking indicates services are VFM. ○ Overall levels of resident satisfaction compare well with the sector. ○ Strong relationship with key stakeholders (RBS, SHR, DRS). ○ Loan facility in place to meet future needs (including £3.4m still to be drawn). ○ Most of this on fixed rates. ○ Improved cash cushion now established to mitigate risk. ○ Good community links and wider role services record. ○ Experienced and committed Board with increasing knowledge/experience. ○ Professional, dedicated staff team with wide range of expertise. ○ Competitive working terms and conditions and attractive office. ○ Upkeep: added control over repairs and estate services.	○ Profile of stock (nos. of sandstone tenements and high proportion of flats). ○ Mixed ownership within flatted blocks and issues around existing title deeds. ○ A need for catch-up investment and very significant future investment needs. ○ Particular challenges in meeting higher energy efficiency standards. ○ Some closes/back-court areas and streets in poor condition. ○ Relatively high level of debt. ○ Rent structure: widely varying rents for similar properties. ○ Further recruitment to Board required to boost numbers and add specific expertise. ○ Low share-holding membership figures and lack of tenant engagement. ○ Governance structure/ meetings cycle in need of overhaul. ○ IT systems: issues with current operation of existing systems. ○ Scope for improvements to the working culture and to empower/develop staff. ○ Need for a more focussed approach to customer service. ○ Need for improved external communications, including through social media. ○ Office building with some design limitations & future investment needs.
OPPORTUNITIES	**THREATS**
○ Additional capacity within Capita & existing IT systems identified. ○ Potential service delivery and efficiency gains from digitalisation. ○ Scope for increased collaboration with neighbouring HAs and others. ○ Potential for SG funding to introduce new services to address worsening employment & social conditions. ○ Scope to play an enhanced “community anchor” role in the area. ○ Potential new housing development sites in the area and scope to work with other developing RSLs and share development risk. ○ Opportunities to acquire properties on the open market with grant funding. ○ Scope for environmental improvements. ○ Climate change and government focus on need to improve energy efficiency of homes with possible funding.	○ Significant uncertainty with International and UK economy. ○ Climate change and associated “net zero” investment requirements. ○ Rising construction & materials costs impacting on future investment needs. ○ Tenants’ incomes not matching inflation: risk of rent unaffordability /rent arrears. ○ Challenging financial targets/covenants to be adhered to within Business Plan. ○ 2023 tenant survey findings indicate reduced satisfaction and increased expectations. ○ Development project risk and less certainty about future SG funding. ○ Reduced government and council expenditure: impact on grant & local services. ○ Board recruitment challenges: role more complex and people have less time to give. ○ Staff succession planning issues in more challenging labour market. ○ More difficult environment for implementing rent harmonisation. ○ Risk of increase in mental health issues amongst tenants and staff. ○ Increase in proportion of lets to homeless referrals & support not available ○ Cyber attacks. ○ SHAPs pension scheme – risk of resumption of past service deficit payments

4.3 We have developed our approach to risk management and regularly review our Risk Register which includes both strategic and operational risks. In March 2024 key risks were assessed as set out at **Appendix 1.**

5 OUR STRATEGIC OBJECTIVES FOR 2024/2025 - 26/27 AND HOW WE WILL DELIVER ON THESE

Strategic Objectives 2024-27

A. Achieve excellent standards of governance and build our organisational resilience.

B. Improve the customer focus and value for money of our services.

C. Deliver our investment programme to achieve the best possible outcomes for quality, affordable and sustainable homes in the area.

D. Support our tenants and the local community to make positive change and deliver good health and wellbeing outcomes.

E. Continue to develop our staff team and refresh our working culture.

5.1 Strategic Objectives 2024-27

Our Strategic Objectives have regard to the opportunities and threats in the evolving external environment in which we operate and the current internal strengths and weaknesses of the organisation:

Objective A: Achieve excellent standards of governance and build our organisational resilience.

We want to continue to strengthen and grow the Board. Our aim is to ensure that we have an effective and increasingly skilled governing body with a sustainable number of Members and good succession planning.

It's important that the Board is representative of the local community and to help achieve this we aim to build a healthy and involved share-holding membership base.

To ensure that our Board can exercise effective strategic control it's important that our governance arrangements are as effective as possible without consuming too much Member and staff time. To that end we will review our Committee structure, meeting cycles, delegated authorities and reporting arrangements.

We will remain strongly focussed on the legal and Regulatory Standards to which we are subject and will continue to develop our approach to self-assessment and action planning for improvement. These processes will inform our Annual Assurance Statement.

It's never been more important that we are able to effectively inform and communicate with our tenants and other stakeholders in the community and beyond. We will develop and improve the range and effectiveness of our communication media.

As part of our approach to ensuring effective risk management and organisational resilience we will further develop our Business Continuity Plan.

We aim to build sustainability into everything we do - to reduce the organisation's carbon footprint and to bring benefits to our tenants and the wider community. We will work towards external accreditation as a framework for progress in this regard.

Crucial to our ongoing viability as a business is access to loan finance at affordable rates. We will continue to work closely with our lender, RBS to ensure that requirements arising from existing loan arrangements work as best as they can for us and to explore options to take out further borrowing on a cost-effective basis should this be required to sustain our forward investment programme.

It is also important that financial relationships within the Group are fair, compliant and sustainable. To that end we will review both the loan and lease agreement in place with our subsidiary, East End HDC.

Keeping our costs under control and is key to our future viability and we will continue to explore scope to work with others (RSLs and affiliate bodies) to share /reduce costs where possible and to better understand our relative performance. To this end we will also commission an independent review of procurement arrangements.

The Association has a proud history as an independent community based housing association and intends to continue on that basis. It is however important to periodically review that our current way of working is best designed to deliver our objectives. We will undertake a review of options in this regard, in line with regulatory expectations.

Objective B **Improve the customer focus and value for money of our services.**

We aim to be a high performing social landlord, close to the needs and aspirations of our tenants and service users.

We aim to strengthen the customer focus of our services by having regard to the outputs of effective tenant participation and scrutiny processes. We aim to systematically review our current ways of working, set new customer service standards and ensure that our staff team are equipped to consistently meet our service users' expectations.

We aim to increase the digitalisation of our services to improve efficiency and deliver customer service benefits to our service users. Initiatives planned include the launch of a new Tenant Portal. We will develop an ICT strategy to set how we plan to move forward in this regard.

Against the background of the "housing emergency" recently declared by the Council we will continue to review how we let our homes. A comprehensive review of our housing allocations policy will be carried out. This will be informed in part by a review of our homelessness referrals arrangement with the Council in relation to: demands on services and impacts on the area and housing needs being met.

There are also increasing challenges around tenancy sustainment and we aim to review the services that we provide in relation to the Retirement Housing Service, tenancy sustainment and support to tenants with private gardens to ensure that these remain appropriate, affordable and sustainable.

Our aim is to better understand the needs and circumstances of our tenants and service users, to allow us to better plan for future service design and delivery. To assist with this we will initiate a rolling programme of targeted home visits to tenants with whom we have had little or no contact in recent times or who are otherwise known to be vulnerable.

Clean, attractive, well-managed and safe common areas are a priority for our tenants. We will continue to work with our tenants, Upkeep, the Council and other local partners to address concerns in relation to litter, fly-tipping, dog mess, rats and other vermin. We will also review our approach to maintaining the common areas of our own housing stock and the value for money of this service.

At the heart of the issue of value for money are the rents that we charge to tenants. We have a Rent Policy that has developed incrementally as the Association has grown over the years. It includes several different rent–setting mechanisms, with a complex set of rent differentials applied as a result. We will carry out a review of our Rent Policy and explore the scope, in consultation with our tenants, to introduce a new harmonised rent policy/ rent and service charge structure, whilst ensuring that rents are affordable and provide a sound basis to meet future costs.

Having set rents to strike a balance between meeting costs and affordability it is important that we can maximise the income from rents charged. We will improve our processes around rent arrears prevention and recovery, re-charge repairs recovery and prevention and identification of void repairs.

<u>Objective C</u> Deliver our investment programme to achieve the best possible outcomes for quality, affordable and sustainable homes in the area.

Looking to the future , it is essential that we keep tenants' homes well maintained. Where possible we aim to deliver energy efficiency and other improvements to ensure that our homes continue to meet residents' needs and meet current standards.

We have identified and costed our investment programme and aim to deliver the annually agreed programme. By the end of the Plan period (March 2027) we aim to have invested a further c £13M in our homes in this way.

In order to meet our objectives we need to have good and detailed knowledge of our stock and to plan on the basis of this. We will update our Asset Management Strategy to have regard to the output of our latest stock condition survey.

Over recent years we have gathered significant information about the energy efficiency of the stock and options for improvement. We do not expect to have the resources to improve our stock to net zero standards in the foreseeable future but we do aim to continue to improve energy efficiency and reduce tenants' bills wherever possible.

To this end we will continue to review the specification of components to form part of planned maintenance/replacement programmes. We will also continue to explore potential funding sources.

The multi-tenure pattern of housing locally means that investment can often only go ahead where owners in closes also contribute. We will continue to review our approach in this regard.

We own a range of non-housing assets (land, offices, shops and other premises) and will develop a data-base and a long-term strategy for use of and investment in all of these assets.

In recent years the development of new housing has become increasingly expensive and risky. We do hope however to be able to continue to provide some new affordable homes to meet needs in the local community, in accordance with Glasgow City Council's Strategic Housing Investment Plan (SHIP). Growth can bring benefits in terms of meeting housing needs and in improving our economies of scale as a business, thereby helping to keep rents affordable in the long-term. We will therefore continue to actively explore possible site opportunities. We will only proceed however on the basis of a robust and detailed financial appraisal.

In addition we will continue to liaise with the Council regarding potential for funded acquisitions of private homes on the open market, in accordance with the Council's LHS objectives. Along with buy-backs of tranches in our own shared ownership stock, this represents an important if modest way of growing the stock of socially rented homes in the area.

<u>Objective D:</u> Support our tenants and the local community to make positive change and deliver good health and wellbeing outcomes.

We want to be more than just a great landlord. The Association aims to continue to be a key player in supporting the local community and helping to facilitate the ongoing regeneration of Shettleston and surrounding area. We will work with community groups, elected representatives and our partner agencies to develop and deliver projects that will improve the life chances of local people and meet the wider needs of the local area.

We will continue to seek to support to people struggling with the cost of living and will continue to offer targetted and expert support to our residents to assist those struggling to pay their rent and other costs. This will be provided by our own housing, tenancy support, energy advice and welfare rights officers and also through our ongoing support for the Tollcross Shettleston Money Advice project (TSMAP). We will also continue to liaise with and signpost to other specialist advice providers and seek external funding support to benefit our tenants through fuel vouchers and other support with living costs.

We will continue to provide access to affordable food in the area through our support to:

- The Shettleston outlet of the *Food Pantry* in collaboration with Parkhead HA.
- Shettleston Food Bank

We will support employability opportunities and advice in the area, including through our continued support to Upkeep in its development of apprenticeship and training opportunities in the area.

We will continue to support the *Shettleston Does Digital* project to help the digitally excluded to develop skills important for improved employability, social interaction and cost effective shopping.

We will facilitate the delivery of English as a second language (ESOL) teaching in the local area and will more generally reach out to those in minority communities new to the local area.

We will continue our long–established support for the following important local projects and services to help boost health and well-being and combat social isolation:

- *Shettleston Community Growing Project (SCGP)*
- *Shettleston Men's Shed*
- *FUSE Youth Café*
- *Shettleston Keenagers*

We aim to continue to support the ongoing improvement of the local physical environment and amenities through the completion of a new mural at the prominent "gateway" gable end at St Marks street.

We aim to further develop our role as a "community anchor" organisation and help support local community capacity by :

- Completing the feasibility assessment of taking Shettleston Community Centre into community ownership in collaboration with FUSE and other partners.

- Developing a plan for the future operation of the HUB @ 981 Shettleston Rd in conjunction with partners.

- Holding a summer gala

- Working with partners to more generally identify the needs of the local area and areas for future action, including potentially through the development of a "locality plan" for Shettleston.

Objective E: Continue to develop our staff team and refresh our working culture.

We aim to ensure that we continue to have an appropriate staff structure and a high performing and motivated staff team capable of delivering on our strategic objectives.

We will conclude the implementation of our 2023 People Action Plan and continue to seek feedback from staff to help inform future working arrangements.

We will continue to develop our approach to staff training and development.

We will review and confirm our future approach to home working and flexible working having regard to implications for staff satisfaction, productivity and customer service.

We will conclude and implement the review of our Customer and Community Service team structure in 2024. As part of this we will consider how our Customer Service advisers might provide added support to front-line service delivery.

We aim to ensure that there is a one-organisation ethos across the Group and will continue to work with our subsidiaries to make SHG a great place to work.

5.4 Our Summary Delivery Plan

Our five Strategic Objectives, above, all need to be translated into practical tasks with timescales and targets with named individuals taking ownership of delivery. **Appendix 2** sets out the Summary Delivery Plan and **Appendix 3** sets out the Key Performance Indicators (KPIs).

These documents will provide the framework for the development of departmental work plans, to be developed with all staff to ensure everyone is clear about responsibilities and the part each officer will play in taking the organisation forward.

5.5 Monitoring Progress

Progress against the Summary Delivery Plan and KPIs will be reported to the Board and the full staff team on a quarterly basis.

6 | OUR FINANCES

6.1 Overview

The achievement of our strategic objectives requires the ability to understand and control our costs. This is important to maintain an affordable rent structure, continue to invest in the development of the business and have the strength and flexibility to adapt to external challenge.

As a business which currently holds over 2400 properties to maintain over the long term, and a high value of long-term borrowing, the Association needs a robust business plan underpinned by a 30-year financial model.

Our long-term financial forecasts include comprehensive scenario planning and stress testing, assessing the impact of different assumptions and identifying alternative strategies to manage risk.

An annual budget is prepared each year and the 30-year financial model is updated to reflect the latest expected outturn for the year just past, the new budget for the year ahead, and future assumptions are updated where required to reflect current economic conditions and known changes to the operating environment.

Following the annual budget preparation, performance is monitored throughout the year through quarterly management accounts reporting, variance analysis, regular cash forecasts, and loan covenant monitoring.

The Association also measures its performance against a range of key performance indicators on a quarterly basis.

6.2 2024/25 Annual Budget

The approved budget for 2024/25 is attached at **Appendix 3.**

The budget shows that total turnover will be £12.90m for the year and operating costs £10.02m. This results in an operating surplus of £2.88m. After taking into account interest receivable of £0.02m and loan interest payable of £2.06m, the true surplus for the year is expected to be £0.84m. After making a final adjustment for the notional loans, connected to the loan break cost, the final surplus will be £1.66m.

Net assets (all assets, less all liabilities) at the end of March 2025 are expected to be £14.67m. The increase from the March 2024 forecast position of £13.01 reflects the budgeted surplus for the 2024/25 year, £1.66m.

In terms of cash flow during the year, this is expected to increase from £2.15m in April 2024 to £2.25m at the end of March 2025. Our cash projection assumes that there will be no private finance requirement; all capitalised major repairs expenditure and operating costs will be funded from the income generated in the year. Capital major repairs expenditure during the year is expected to be £2.79m.

The budget assumes no development projects will commence in the 2024/25 year however we have allowed £0.08m for shared ownership buybacks and £0.1m for necessary repairs to any GCC funded private acquisition properties acquired in year.

Our 2024/25 budget and updated 30 year business plan model is showing covenant compliance across all loan covenant calculations: asset cover, gearing, capital spend target and interest cover. However interest cover compliance is tight in the 2024/25 and 2025/26 years. Factors contributing to this are the fallout from the previous year rent restrictions where income was unable to grow in line with the high inflation that was impacting on our costs, and also some 'carry forward' capital spend due to programming delays.

We are about to resume discussions with our lender, RBS, to review the interest cover covenant calculation / compliance threshold. As reported in previous years, the issue we have is the problematic 'add back of major repairs' in the adjusted operating surplus calculation. We are aware that many RSL's are in the same position and feedback from our Relationship Manager at RBS has been positive; they want to see the investment in our stock and are working to find an alternative calculation that works for both parties.

Covenant compliance will continue to be monitored through the management accounts reporting process and any new agreed covenant calculation will be incorporated into the key performance indicators being reported to the Management Board. This will include any required changes to the budgeted spend figures which will be monitored through the updated forecast workings which are also included in the management accounts reporting pack.

6.3 30 Year Business Plan Model

The latest update to our 30 year business plan model was approved by the Board on 26th March 2024 and has been submitted to our lender RBS.

The 30 year plan has now been updated to include the 2024/25 budget and also the expected out-turn for 2023/24. We have not yet finalised the position for the 2023/24 year and the actual closing balances at the end of March 2024 / opening balances for April 2024 will be updated in the business plan once the accounts for the 2023/24 year have been signed off.

Our long-term projections continue to demonstrate viability over the short, medium, and long term. Our 30 year business plan model reports annual surpluses and positive cash balances throughout.

Net surpluses over the 30 years of the plan are stable at an average figure of just over £1.0m per annum in the first five years of the plan, moving to an average of just under £1.5m per annum in the following five years. Years 11 to 20 report average surpluses of just under £2.2m with years 21 to 30 increasing to an average of just over £2.8m per annum. Surpluses average just under £2.1m over the 30-year business plan period.

The housing sector has faced many challenges over the last few years. High inflation, increasing interest rates and the need to keep rents affordable have all added pressure to business plans across the sector. The Association conducted a thorough review of all expenditure categories and stripped out all 'excess' spend when preparing the 2023/24 budget and business plan update; a zero based budgeting approach was adopted. This work was beneficial and has helped strengthen the Association's financial position. The same principles have been adopted for the 2024/25 budget and business plan preparation. All cost assumptions are prudent. Inflation and interest rate assumptions are in line with the Bank of England forecasts.

This update assumes no further development projects. High build costs along with the high cost of borrowing are making it difficult for us to get any new development appraisal to 'stack-up'. As reported above, we are hoping to continue to grow our stock numbers through shared ownership buybacks and GCC funded private acquisitions.

We are continuing to plan for future investment in our stock with the total spend of £146m (inflated) expected over the 30-year period. £14m of this will be delivered during the first five years of the plan. Note that the life cycle costings have been updated following the stock condition survey completed over the course of 2023/24. This has added £9.2m of expenditure across the 30 year business plan period when compared to the prior year workings.

The £1m of loan drawdowns previously assumed for the 2023/24 year have been removed as they were not required. They have now been added in across years 4 and 5 to help fund the additional major repairs spend noted above.

Note that the prior year update to the plan assumed £11.3m of loan finance would remain outstanding at Year 30. This update to the business plan has reduced the private finance requirement over the business plan period by £19m; a £10m refinance of a bullet repayment loan has been removed with the loan being repaid instead, and the previous new borrowing requirement of £12m has been reduced to £3m.

The value of loans outstanding at the start of the plan is £41.6m and is expected to peak at £42.1m in year 2029/30, reducing thereafter. The balance of loans outstanding at the end of the 30 year business plan period is forecast to be £nil; all finance will now be repaid in the business plan period by year 2048/49.

This business plan has managed to incorporate an additional major repairs spend of £9.2m whilst reducing its borrowing requirement by £19m.

It should be noted that there is no provision for expenditure relating to EESSH2/Net Zero compliance other than upgrades to components such as windows and doors. Although the final definition of what compliance will look like is still be established, feasibility studies to date have confirmed that we will be unable to take forward such investment without a high level of grant funding and / or a significant uplift in rental income.

Cash resources over the 30 years of the plan are stable and average just under £2.1m per annum in the first five years of the plan, £4.3m per annum in the following five years, £3.5m per annum in years 11 to 20 and finally, £7.5m per annum over years 21 to 30. Cash resources average £4.7m over the 30-year period.

The year 30 cash balance is projected at £16m. Note that this has decreased by £7m since last year's business plan. This is due to a variety of factors and includes revised assumptions on rent levels, interest rates, inflation rates, the planned maintenance programme and related funding requirement.

The net surpluses mentioned above translate into reserves increasing from £12.1m at the end of the first year to £83.1m by Year 30.

6.4 Key Financial Assumptions

A robust business plan model needs a set of prudent and realistic cost assumptions. The assumptions must also address how costs are likely to increase over the lifetime of the plan. Inflation along with real cost increases need to be considered. The following table sets out the key assumptions used in this business plan.

Assumption	2024/25	2025/26	2026/27	2028/29
Inflation*	0.00%	2.00%	2.00%	2.00%
Bad Debts	1.00%	1.00%	1.00%	1.00%
Rent Policy**	0.00%	0.00%	2.00%	2.00%
Real Cost Increase	0.00%	-2.00%	0.50%	0.50%
Interest Rate ***	5.50%	5.00%	4.00%	4.00%

* Inflation - actual income and expenditure figures entered for 2024/25 (figures already adjusted for inflation).

** Rent Policy – 1% above inflation rent increases applied in each of the 13 years from 2025/26 to 2037/38, followed by inflation only rent increases for the remainder of the plan.

*** Interest Rate –assumed higher at an average of 5.5% in 2024/25 then drop to 4.0% for the remainder of the plan.

These assumptions along with estimates for any development of new units, planned investment in stock and management and overhead costs are factored in to the 30- year business model. The output allows the Association to plan over the short, medium, and longer term.

The Associations 5-year cashflow, taken from the 30-year business plan model, is presented at Appendix 4. This shows cash increasing from just under £2.1m at the end of the 2023/24 year to just over £3.5m at the end of the 2028/29 year. Loan finance of £3.4m has been drawn down over the period to fund the planned

investment in current stock. Note that this loan finance was meant to fund the 44-unit St Marks Development which completed in 2022/23, however as we scaled back the capitalised major repairs programme due to the potential rent freeze that year, we were able to fund the majority of the development project from cash reserves (which were meant for the capitalised major repairs spend). This delay to the loan drawdowns has saved on loan interest charges.

The 5-year cashflow provides a positive outlook with average cash balances of just over £2.1m over the 5-year period. Cash surpluses generated are from normal operating activities less investment.

The Association prepares sensitivity analyses to review the impact of various risks and external factors out with its control. Our analysis shows that should the adverse scenarios arise as single events, they are manageable. This could be through increasing rent levels, reducing staffing costs, refinancing, reprogramming the planned maintenance and component renewals contracts etc.

Where adverse scenarios are combined, they require more consideration and can become more difficult to manage. The key is to ensure a proactive approach is taken to both short, medium, and long-term planning. The Association regularly assesses the impact of known changes to its financial circumstances throughout the year, on both its annual budget and 30-year projections. This could be changes in interest rates, a delay in our major repairs programme or higher tender costs than expected.

We are confident that our financial position and monitoring is robust and fit for purpose. Our latest 30-year cashflow and detailed 30-year business plan model workings can be provided on request.

SHETTLESTON HOUSING ASSOCIATION
RISK REGISTER **Mar-24**

RISK APPETITE:	**CAUTIOUS**	**Fraud, Development/Investment, Staff/HR, Finance& Economy, Technology**
	MINIMAL	**Governance, Legal, Reputational, Health & Safety**

Risk ID No	Category	Risk Owner	Issue / Hazard Causing Risk	Risk Description	Risk Consequences (effect)	Classification	Risk change	Existing Mitigating Controls	Residual scores after mitigating control action: Likelihood	Impact	Risk Exposure (LxI)	Agreed treatment of residual risk	Risk within appetite?	Remarks
1	Finance & Economy	HM	Cost of living crisis - rising energy / food / transport costs - competing priorities for tenants.	Tenant fails to pay rent.	Rent arrears. Tenancy sustainment. Tenant dissatisfaction. Increased burden for staff.	Operational	Static	Signpost to support agencies (foodbanks / welfare support / grant funding). Tenant engagement campaign. Rent arrears prevention approach. Providing affordable rents. Wider Role - grant funding opportunities. Wider Role - community engagement and services (e.g. The Pantry).	2	4	8	Manage	Yes	Tenant engagement is a priority. Ongoing review of tenancy support needs.
2	Finance & Economy	DFCS	Operating economic environment.	High inflation and lower growth economy.	Rent arrears. Tenancy sustainment issues. Issues with procurement prices / availability of contractors / suppliers and rising material costs.	Strategic	Decreasing	Quarterly management accounts. Review and update of the 30 Year Projections and cost assumptions. Review of budget estimates and forecast position. Subsidiary Upkeep provides repairs service. Repairs contractor framework in place. Reprogramming of planned investment. Review of rent arrears.	2	3	6	Manage	Yes	Ongoing review of costs, operating environment and update to 30 year projections. Inflation starting to fall and costs becoming more stable. Recent procurements have been in budget provision.
3	Finance & Economy	DFCS	Economic situation and fiscal policy.	Interest rates increase significantly.	Financial loss, stop developing, increased costs, leaner business model, cost savings.	Strategic	Static	Sensitivity analysis. Funding mix (78% fixed). Ongoing review / dialogue with lenders. Regular review of BoE forecasts.	2	1	2	Accept	Yes	Ongoing review. Manage cash resources / only draw down loan funds if absolutely necessary. Non-utilisation fees less expensive than loan repayments. Interest rates have now peaked at 5.25% with markets predicting a fall in Q2 of 2024. Inflation is now 4%.
4	Finance & Economy	DFCS	Impact of war in Ukraine.	Significantly increasing energy costs for SHA office and supply to tenants / volatility in energy prices.	Forecasting / budgeting is difficult due to rapidly changing circumstance. Cost savings required elsewhere. Leaner business model. Unable to fully recharge supply costs to tenants.	Operational	Static	Use of external consultant to test market prices. Look at short fixes. Ongoing review of market conditions. Review transfer of liability / direct charging to tenants.	2	3	6	Accept	Yes	Look to transfer supply and billing to tenants / owners as a priority for certain properties. Prudent cost estimate used in budget however results for Q3 were above budget. Energy costs are starting to fall - we have tested market and have fixed for a 12 month period. We expect the adverse variance for Q3 to dilute as the year concludes. Energy prices overall are decreasing resulting in lower overall UK inflation rate.
5	Finance & Economy	DFCS	Potential for second Scottish independence referendum.	Potential for economic damage.	Rent arrears. Tenancy sustainment issues. Issues with procurement prices / availability of contractors / suppliers and rising material costs. Reduced access to funding (grants/loans).	Strategic	Static	Quarterly management accounts. Review and update of the 30 Year Projections and cost assumptions. Review of budget estimates and forecast position. Subsidiary Upkeep provides repairs service. Repairs contractor framework in place. Reprogramming of planned investment. Review of rent arrears. Continually reviewing political environment.	2	3	6	Manage	Yes	Ongoing review of costs / update to 30 year projections.
6	Governance	DFCS	Failure to have appropriate controls and procedures in place to demonstrate compliance with GDPR, FOIs, EIRs, including failure to adequately train staff.	Breaching GDPR / FOI regulations / legislative requirement.	Reputational impact. Financial fines. Regulatory intervention.	Operational	Static	Training for staff and Board. Fit for purpose policies in place. Up to date procedures for dealing with personal data in place. Privacy screens / meeting rooms in reception. Clear desk policy. Suitable security arrangements in place - physical. Suitable security arrangements in place - cyber.	1	3	3	Manage	Yes	SHA Information and ICT Security Policy - last reviewed Jan 2022. SHA Information Security Incident Management Policy - last reviewed September 2019. SHA received Cyber Essentials accreditation December 2022. GDPR training scheduled for March 2024.
7	Governance	CEO	Major governance failure and / or poor regulatory returns.	SHR intervention.	Reputational impact. Covenant breach. Increased burden on staff and board.	Strategic	Static	Annual assurance process. Internal / external audit. Continually reviewing policy and procedure.	1	4	4	Manage	No	Sector engagement / ongoing review of latest risks / operating environment. The impact of this will always be high due to the reputational impact and cost of any statutory managers appointed.
8	Governance	CEO	Major governance failure and / or poor regulatory returns.	Enhanced regulation below level of formal intervention3.	Reputational impact. Increased burden on staff.	Strategic	Static	Annual assurance process. Internal / external audit. Performance Management Framework (Board & Staff). Continually reviewing policy and procedure. Scheme of Delegation. Ongoing review of governance arrangements.	1	3	3	Manage	Yes	Sector engagement / ongoing review of latest risks / operating environment. Ensure organisation is in best place/following best practice.

9	Finance & Economy	DFCS	Difficult operating environment (increasing costs - high inflation, increasing interest rates and potential rent freeze / cap, causing adverse impact on covenant calculations and KPI's).	Breach of loan covenants.	Lenders would call in loans / reprice borrowings. Reduced scope for maintenance programme. Increased rent costs. Reputational damage. SHR intervention.	Operational	Static	Ongoing review and update of business plan model. Ongoing dialogue with lenders. Review of covenant calculations going forward to ensure they are fit for purpose. Zero based budgeting approach. Reprogramming of planned investment.	1	5	5	Manage	Yes	23/24 budget is showing a covenant breach however latest forecast is reporting compliance. Draft budget for year ahead is also showing compliance. RBS have now provided alternative covenant proposal which we are considering. We would not allow a breach to happen; the investment programme would be reprogrammed to avoid the breach. The current year spend will be closely monitored until the issue is resolved.
10	Governance	CEO	Unable to retain / recruit Board Members and / or fill identified skills gaps. Unable to meet quorum for meetings.	Ineffective governing body.	Loss of skills and experience. Board is unable to operate / make decision. SHR intervention / board appointments.	Strategic	Static	Robust induction process for new Board Members. Provide ongoing training / support. Consider use of leave of absence rather than resignation. Alternative recruitment methods (other than mainstream adverts). Streamlined governance arrangements within group structure to reduce burden on Board Members.	1	3	3	Accept	Yes	Note that Annual Board Appraisal process completed in August. 2 Board Members resigned June 2023. Recruitment exercise over summer 2023 resulted in 3 new members. We recently lost one Co-Optee but have recruited another along with another Member.
11	Governance	CEO	Upkeep does not provide VFM resulting in SHA sourcing services elsewhere. Upkeep cannot adequately recruit / train staff for required posts.	Subsidiary failure - Upkeep.	Reduction in standards and tenant satisfaction. Backlog of repair works. Reputational impact. Increased costs for SHA due to sourcing works elsewhere. Increased burden on maintenance team.	Strategic	Static	Triennial VFM exercise using external consultant. Benchmarking with sector on repairs costs. Repairs contractor framework in place. Ongoing review of pay, terms and conditions of service for Upkeep staff. Reviewing profitability of Upkeep for services provided to tenants; looking at reduction in profit margins for these activities. Suitable staff training programme and budget.	1	4	4	Accept	Yes	Review of pay / pensions / contracted hours for office staff in progress. Investigate alternative suppliers and capacity; backup plan.
12	Governance	CEO	EEHDC is subject to adverse / unachievable legislative requirements (rent control, qualified staff PRT).	Subsidiary failure - EEHDC.	Reduced income for subsidiary: unable to maintain properties, service loan interest payments to SHA. Reduction in value of properties due to condition, and also market volatility due to current operating environment. Possible need to sell properties. Possibility that loan to SHA will never be repaid in full.	Strategic	Decreasing	Horizon scanning for timely action relating to new legislative requirements. Appropriate recruitment (PRT). Timely staff training on legislative requirements. SHA is experience property manager and registered letting agent. Review of budget estimates and forecast position. Review and update of lease, loan and service sharing agreements between SHA and EEHDC. Review and update of the 30 Year Projections and cost assumptions.	2	2	4	Manage	Yes	Rent control for private rented sector in Scotland is continuing however with more favourable parameters than before. No longer restricted to 3% as was the case in 2023/24. The budget for 2024/25 shows the revised status.
13	Governance	CEO	National power outages - planned and unplanned.	Unable to operate and provide a service.	All services received and offered offline. Unable to communicate SMT and Board. Unable to make business decision. Security of office in question. Estate management issues. Tenant safety / welfare. Staff safety / welfare issues.	Operational	Decreasing	SHA Business Continuity Plan in place, however to be reviewed/updated. Horizon scanning / continually reviewing operating environment. Suitable security arrangements in place - physical. Suitable security arrangements in place - cyber. Hybrid working - staff can work from home. Staff located in different locations - risk diluted.	1	3	3	Manage	Yes	All staff can work from home however location of power outages would dictate who could continue to work. Further consideration required as to how we would communicate with staff, Board and our tenants, however our use of cloud based SharePoint will help rather than relying on physical server. Still to consider how to engage with public services (police) and neighbouring RSLs. Reduced likelihood from previous update.
14	Reputational	HM	SG Rapid Re-housing initiative and quota increase to ensure homeless applicants have direct access to affordable housing.	Inappropriate allocation of properties.	Tenancy sustainment. Rent arrears. Balancing communities. Reduced capacity to fulfil other housing need. Increase in waiting list applicant dissatisfaction / complaints. Staff resource stretched. Reputational damage (SHA seen as agent of GCC rather than community controlled organisation).	Operational	Static	Housing Officer capacity. Income maximisation officer. Community engagement / wider role. Suitable policy and procedure.	2	2	4	Manage	Yes	Gcc/Homeless figures now looking better as referral process is more efficient - on target.
15	Development / Investment	DPS	Spending less on voids / relets due to financial pressures.	Reduced quality of housing stock.	Decreased tenant satisfaction. Increase in number of complaints. Reputational damage. Decrease in value of stock. Higher number of offer refusals. Increased chance of H&S incident.	Operational	Decreasing	Quarterly management accounts. Review and update of the 30 Year Projections and cost assumptions. Review of budget estimates and forecast position. Stock condition surveys. Regular team meetings / updates / feedback.	2	3	6	Manage	Yes	Financial outlook is looking better for group. Rent freeze / cap removed. Review of lettable standard complete.
16	Development / Investment	CEO	Current economic situation; rising costs/inflation, rising interest rates, competing priorities.	Failure to deliver new housing supply / business growth stalls.	Reduced supply of new affordable units, tenant dissatisfaction and risk to reputation with partners and communities.	Strategic	Static	Adherence to development process. Support for development programme from stakeholders. Engagement with stakeholders on challenges faced. Robust development appraisal process. Use of external consultants / value engineering / ensuring VFM. Establish closer relationship with GCC.	2	4	8	Manage	Yes	Ongoing review of operating environment and opportunities. Limited opportunities: site on Old Shettleston Road? Current operating environment not ideal. Reputational impact also a consideration - if SHA do not develop, will another provider step in?

17	Development / Investment	DPS	Contractors failing / folding due to impact of rising costs / inflation and inability to pass on fully to customer base.	Contractor insolvency / failure.	Incomplete works if mid-contract. Reduced tenant satisfaction. Delays to investment programme. Increased cost of alternative contractor / supplier. Reduced rental income.	Operational	Static	Repairs contractor framework in place. Use of Upkeep for general / void repairs and estates work. Appropriate due diligence for new contractors. Suitable insurance cover. Ensure structure payments / valuations received for large value works. Continually reviewing operating environment. Suitable procurement process followed.	3	2	6	Manage	Yes	Scope to increase offering from Upkeep.
18	Development / Investment	DPS	Component renewal costs are higher than expected / budgeted.	Failure to deliver agreed planned maintenance / investment programmes.	Reduced investment in existing stock. Deterioration of stock. Increased future costs. Future budget implications. Tenant dissatisfaction. Higher reactive spend. Reduction in demand. Higher voids. Reputational damage.	Operational	Static	Prudent business planning. Benchmarking costs. Stock condition surveys. Review of management accounts. Monitoring operating environment.	3	3	9	Manage	Yes	Stock condition survey every 5 years. Survey recently completed and life cycle costs updated with component renewal costs were revised upwards to reflect most recent prices. Reprogramming of planned investment has taken place. Asset Management Strategy in place. Cost increases have slowed but requirement for increased specification to improve energy efficiency.
19	Development / Investment	DPS	Incomplete / inconsistent / dis-jointed stock information.	Unable to prioritise and direct resource appropriately.	Poor asset management decisions. Unknown stock issues coming to light and unforeseen costs. Complaints from owners. Incurring irrecoverable costs where SHA is not liable.	Operational	Static	Stock condition surveys every 5 years. Visit all blocks annually. Contractor feedback of issues. Ongoing investigation / information gathering exercise of properties concerned. Factoring review ongoing.	2	3	6	Manage	Yes	Factoring review and continuing efforts to get more information by site visits will help. Stock condition survey has provided up to date data.
20	Development / Investment	CEO	Lack of engagement from owners from mixed tenure blocks including lack of awareness of title restrictions for common / shared responsibilities with owners.	Deterioration of properties in mixed tenure blocks.	Unable to instruct common repair works / stoneworks. Increased health & safety risk. Lower quality of living standards. Increase in tenant dissatisfaction. Increased complaints. Impact on staff resource. Future budget implications. Reduction in value of stock.	Operational	Static	Ongoing review of service costs and charges. Better communication with owners (newsletter). Factoring review ongoing.	2	4	8	Manage	Yes	Locate absentee landlords. Better communication with owners required.
21	Development / Investment	DPS	Fail to meet required energy standards (EESSH / EESSH2 / Net Zero).	Housing stock cannot be let due to non-compliance with energy efficiency standards.	Unable to deliver energy efficiency improvements and cost reduction benefits for tenants. Tenant dissatisfaction. Reduced homes available for housing need. Reputational risk.	Operational	Increasing	Future proof new builds through design. Develop a 'green strategy'. Sector engagement. Detailed investment appraisal for all planned investment: does it support the aims of EESH2 / Net Zero? Is it VFM? / Does the tenant benefit? Audit of stock condition / upgrade requirements.	2	5	10	Accept	Yes	EESSH2 and Net Zero under review by Scot Gov - compliance for SHG will be unachievable unless there is significant extra funding.
22	Development / Investment	DPS	Climate change.	Higher incidence of extreme weather including flooding.	Local damage to property, impact on tenants, reputation risk from climate related events on SHA properties.	Operational	Static	Deploy flood barriers at flood risk locations. SHA has insurance in place. Future proof new builds through design. Encourage tenants to take out contents insurance. Offer flood barriers to owner occupiers. Business Continuity Plan in place. Compensation budget available.	3	3	9	Transfer	Yes	Insurance cover essential.
23	Finance & Economy	CEO	Rent harmonisation exercise.	Tenants fail to pay rent. Tenant dissatisfaction.	Tenant dissatisfaction. Increased rent arrears / bad debt write-offs. Reputational risk.	Operational	Static	Communication with tenants. Consultation. Modelling the impact of the exercise.	2	2	4	Manage	Yes	Review of overall financial impact for SHA and individual tenants to be clearly communicated. Phased implementation.
24	Finance & Economy	DFCS	High past service deficit payments commence in future years.	Redirection of resources.	Tenant dissatisfaction. Reputational risk.	Operational	Static	No longer in DB scheme - end of build up of liability. Suitable budgeting. Sector engagement / horizon scanning.	3	2	6	Manage	Yes	This is outwith our control however we have reduced future impact by changing pension offering to DC scheme.
25	H&S	DFCS	Poor management of the H&S function and/or lack of adherence to policies including failure to provide appropriate training.	H&S incident (staff member / Board Member / visitor to office).	Injury, death. Legal action against SHA. Reputational impact.	Operational	Static	Induction process includes H&S code of conduct. Internal / risk audit. EVH landlord safety manual & audits. Scheduled H&S training. Standing SMT and Board / Committee agenda item. Adherence to H&S policies. Staff code of conduct. Embed H&S responsibility throughout SHG.	1	3	3	Manage	Yes	Ongoing review of controls and message on H&S requirements to be continually reinforced. Impact reduced if we follow correct guidance.
26	H&S	DPS	Failure to meet landlord's obligations in respect of property condition.	Tenant or resident H&S incident. Tenant & resident safety	Injury, death. Property damage. Regulatory intervention. HSE action. Legal action against SHA. Financial fines. Increased property repair costs. Reputational impact.	Operational	Static	Asbestos Register. Asbestos Training. Fit for purpose policies & procedures in place. Legionella Testing. Gas Safety Compliance. Fire Safety Upgrades / Compliance. Housing Officer scheduled visits / Estate Management. Electrical Safety Testing / Compliance. Internal Audit Reviews. A&C Committee / Board reporting.	1	3	3	Manage	Yes	Increased focus on tenant safety by SHR. New Dampness and Condensation Strategy approved at the January 2023 SHA Board Meeting. Improved monitoring and reporting on tenant safety issues.

Business Plan

Summary Delivery Plan 2024/25

Introduction

The **Lead** personnel referred to are as follows:

CEO	-	Chief Executive (Tony Teasdale)
DFCS	-	Director of Finance and Corporate Services (Kirsty Brown)
DCCS	-	Director of Customer and Community Services (Craig Russell)
DPS	-	Director of Property Services (Colette McKenna)
FM	-	Finance Manager (Ola Ajobiewe)
CSM	-	Corporate Services Manager (Jo Farren)
ICTBTM	-	ICT and Business Transformation Manager (Lhyam Sumal)
HM	-	Housing Manager (Sandra McIlroy)
PSM	-	Property Services Manager (Matt Stewart)
SHO	-	Senior Housing Officer (Debbie Marinelli & Tracy McLaughlin)
CRO	-	Community Regeneration Officer (Jamie Sweet)

Target Timescales

Q1 = April-June 2023; Q2 = July-September 2023; Q3 = October-December 2023; Q4 = January-March 2024.

Risk of non-achievement

- Low (Lost opportunity to improve but without significant adverse implications if not delivered)
- Medium (Significant service, performance, financial, strategic or governance implications)
- High (Severe risk and potentially business critical)

Strategic Objective	Key priorities/tasks/projects/targets	Lead	Target	Risk if not achieved
1.	**Achieve excellent standards of governance and build our organisational resilience.**			
1.1	Strengthen the Board and grow the Association's share-holding membership			
	a) Recruit to increase the Board to twelve Members and maintain that as a minimum.	CEO	Q2	🔴
	b) Co-opt another Member with specific/targeted skills	CEO	Q1	🟠
	c) Increase the diversity of the Board	CEO	Q2	🟢
	d) Aim to grow Association's membership by 30% in 24/25 (to 162). and reach 300 members by 2027 through targeted initiatives	DCCS	Q4	🟠
	e) Aim for an interesting 2024 AGM with minimum of 25% of members attending	CEO	Q2	🟢
	f) Develop formal induction procedures and Board Members Handbook	CSM	Q2	🟢
1.2	Streamline our governance arrangements whilst ensuring the Board retains effective control:			
	a) Review of Committee structure, meeting cycle and reporting arrangements	North Star / Board	Q1	🟠
	b) Review Financial Regulations, Standing Orders and Scheme of Delegation	CEO/DFCS	Q2	🟠
	c) Further develop our Group Policy Register to split by function with each departmental lead officer taking responsibility for oversight, review and implementation.	DFCS	Q1	🟢
1.3	Assurance Review			
	a) Review SHA's Assurance Framework against updated guidance from SHA/SFHA.	DFCS	Q1	🟠
	b) Ensure delivery of 2023 Improvement Action Plan	Exec Team	Q2	🟠
	c) Prepare and submit 2024 Assurance Statement	CEO	Q3	🔴
1.4	Further develop and rehearse our Business Continuity Plan, addressing the recommendations from the 2023 Internal Audit review.	DFCS	Q4	🟠
1.5	Improve our communications and raise our profile with key stakeholders			

Strategic Objective	Key priorities/tasks/projects/targets	Lead	Target	Risk if not achieved
	a) Adopt a communications strategy	CEO	Q1	
	b) Issue three newsletters in the year	DCCS	Q4	
	c) Increase the range and take up of our social media output.	DCCS	Q4	
1.6	Build sustainability into how we work to help make Shettleston a greener place:			
	- achieve group accreditation against the Sustainability Standard for Social Housing.	CEO	Q4	
1.7	Ensure we have the loan finance in place to meet future investment needs:			
	a) Secure RBS agreement regarding future interest covenant for existing borrowing.	DFCS	Q1	
	b) Explore options for additional borrowing should that be required.	DFCS	Q4	
1.8	Review and update the loan agreement between SHA and EEHDC to address required change to interest rate charge. Review work to include assessment of future loan repayment strategy.	DFCS	Q2	
1.9	Conclude review of lease agreement with EEHDC for MMR units. Review to include assessment of annual lease cost.	CEO/DFCS	Q2	
1.10	Explore collaboration opportunities to deliver business improvements:			
	a) Explore joint working opportunities with other RSLs	CEO	Q4	
	b) Review the extent to which we are taking up full benefits of our membership of affiliate bodies (including SHN, SFHA and CIH).	CEO	Q3	
	c) Improve our benchmarking information and better understand how we compare with others in the sector	CEO/DFCS	Q3	
	d) Carry out a strategic review of options to ensure our current business model is best placed to continue to deliver our objectives	CEO/DFCS	Q4	
1.11	Ensure we continue to achieve best value through procurement: commission an independent assessment of the Association's procurement activity and implement the action plan developed from results.	DPS	Q2	

Strategic Objective	Key priorities/tasks/projects/targets	Lead	Target	Risk if not achieved
2. Continue to improve the quality and value for money of our services				
2.1	Continue to develop our approach to tenant participation and scrutiny			
	a) Adopt Tenant Engagement Plan for 2024/25	DCCS	Q1	🟢
	b) Work with Tenant Forum to gauge interest in carrying out independent tenant scrutiny exercises in key areas (determined by group). *This could include 'mystery shopper exercises' policy/procedure review etc.*	DCCS	Q4	🟠
	c) Increase diversity of tenants involved through encouraging participation from harder to reach groups (including younger tenants or those from minority groups).	DCCS	Q2	🟢
2.2	Improve the customer focus of our services:	DCCS	Q3	🟠
	a) Implement the actions within our Service Improvement Action Plan to address issues identified in the 2023 Tenant Survey.	DCCS & DPS	Q1	
	b) Carry out process mapping of key service delivery areas with customers to identify areas for potential improvement.	DCSS	Q3	
	c) Agree new Customer Service Standards and ways of working	DCCS	Q3	
	d) Roll-out/implement through staff team	HM/PSM	Q3	
2.3	Review our rent and service charge policies and move towards rent harmonisation, in consultation with tenants.	CEO	Q4	🔴
	a) Review existing structure and identify and evaluate options for harmonisation	CEO	Q2	
	b) Consult with tenants	CEO	Q3	
	c) Implement new policy on a phased basis from 1st April 2025.	CEO	Q3	
2.4	Aim to minimise rental loss:			
	a) Improve rent arrears recovery procedures through a review of our rent arrears policy and effective case management.	HM	Q4	🟠

Strategic Objective	Key priorities/tasks/projects/targets	Lead	Target	Risk if not achieved
	b) Complete and implement revised Rechargeable Repairs procedures to ensure debt is robustly pursued.	DPS / ICTBTM / DCCS	Q2	🟠
	c) Prepare and implement a strategy to improve the prevention, identification and response to property condition issues at a much earlier stage in tenancy, to reduce void repair costs and timescales.	DCCS/DPS	Q1	🟠
2.5	Review how we let our homes to ensure we are best meeting housing and community needs:			
	a) Review our homelessness referrals arrangement with the Council regarding demands on services and impacts on the area and housing needs being met.	DCCS/HM	Q2	🟠
	b) Take forward the review of our allocations policy and associated processes		Q3	🔴
	• Finalise revised draft policy and consult	DCCS/HM	Q2	
	• Assess system implications and ensure appropriate specification, testing and training carried out	DCCS/HM/ ICTBTM	Q2	
	• Go live with new policy	DCCS/HM	Q3	
	c) Review East End's Allocations Policy (including income thresholds and other eligibility criteria)	DCCS/SHO	Q3	🟢
2.6	Aim to ensure a more clean, safe and hygienic environment for residents			
	a) Review the service specification for caretaking services in consultation with tenants.	DCCS	Q3	🟠
	b) Develop programme of 'Rate your Estate' visits for all areas and use results to develop action plans for each individual street/sub-area	DCCS/HM	Q3	🟠
	c) Work with interested residents to be involved in localised pilots to improve their local environment (involving Housing/Property staff and GCC representatives). Aim for 4 pilots in 24/25	HM/SHO	Q3	🟠
	d) Review our Anti-social behaviour policy	DCCS/ HSM	Q3	🟠
	e) Continue to work with Eastbank Academy & partners to combat lunchtime litter nuisance.	HM	On-going	🟢

Strategic Objective	Key priorities/tasks/projects/targets	Lead	Target	Risk if not achieved
2.7	Improve our use of technology to increase the efficiency and customer focus of our services	ICTBTM	Q3	
	a) Deliver projects already in development:			🟠
	• E biz and V1 packages	ICTBTM	Q1	
	• Introduce Pay 360 for rent payments	ICTBTM	Q2	
	• Tenant portal	ICTBTM	Q2	
	b) Develop a plan for the "lean" review of other priority housing management and maintenance processes: simplifying and making better use of IT.	HM, PSM & ICTBTM	Q4	🟢
	c) Adopt an ICT strategy for the Group	ICTBTM/ DFCS	Q4	🟠
2.8	Review our approach to tenancy support and sustainment to ensure we can best meet needs within available resources			
	a) Review the Retirement Housing Service and associated charge in consultation with residents.	DCCS/HM	Q3/Q4	🟠
	b) Consider wider tenancy support provision (particularly with increasing S5 lets) and review our Tenancy Sustainment Policy to ensure the service is meeting the needs of our tenants and the community.	HM	Q3	🟠
	c) Review the Private Garden Service and determine in what ways the Association might provide support with garden upkeep going forward.	DCCS	Q4	🟠
	d) Implement a rolling programme of targeted tenancy visits based upon • tenants we have not engaged with in the past 12 months. • tenants known to be vulnerable or to have tenancy management issues. (Target 30% of tenants in year one).	HM	Q4	🟠
2.9	Develop a plan to gather information on an ongoing basis about our tenants and service users' needs and circumstances to allow us to better plan for future service design and delivery.	DCCS/HM	Q4	🟢
2.10	Review Factoring Arrangements			
	a) Review the Written Statement of Service (WSS) and factoring policies/procedures in line with the revised Code of Conduct for Property Factors (2021).	DCCS	Q3/Q4	🟠

Strategic Objective	Key priorities/tasks/projects/targets	Lead	Target	Risk if not achieved
	b) Review factoring service offer to owners (including charging arrangements and the management fee level to ensure value for money being offered).	DCCS	Q3/Q4	🟠
	c) Review title deeds & information held on system to ensure we have full information on apportionment, authority to act and consultation etc.)	DCCS	Q2	🟠
3. Deliver our investment programme to achieve the best possible outcomes for quality, affordable and sustainable homes in the area.				
3.1	Deliver our agreed 2024/25 programme of £2.7M investment in major repairs and improvements to existing homes	DPS	Q4	🟠
	Develop our asset management planning to inform investment in existing homes			
3.2	Further develop our Asset Management Strategy to take account of the 2023 stock condition survey to ensure investment is best targeted.	DPS	Q2	🔴
3.3	Complete detailed assessment of results from 2023 Energy Use survey and deliver report highlighting outcomes and priorities for future energy efficiency investment & development of rent structure	DPS	Q2	🟠
3.4	Develop and implement enhanced specifications for component replacements to achieve improved energy efficiency as part of our programmed life cycle works.	DPS	Q1	🔴
3.5	Continue to examine options and potential funding sources for improving the energy efficiency of our homes.	DPS	Q4	🟠
	Review our non-housing assets			
3.6	Continue to examine options and potential funding sources for improving the energy efficiency of our office.	DPS	Q4	🟢
3.7	Establish/clarify what empty ground in the area is owned by SHA that may have potential for use.	DPS	Q4	🟢
3.8	Prepare database with long term strategy for use / investment of all non-housing assets, including our own office.	DPS	Q4	🟢
	Review factoring arrangements			

Strategic Objective	Key priorities/tasks/projects/targets	Lead	Target	Risk if not achieved
3.9	Consider approach to management of major repairs (particularly in relation to risk where owners are unable to cover costs).	DCCS/DPS	Q1	🟠
	Deliver new affordable homes to meet the needs of the community:			
3.10	Carry out post-completion review of St Mark's development and identify lessons for improvement	DPS	Q3	🟠
3.11	Subject to rigorous viability assessment and funding availability continue to explore and assess potential new build development opportunities where these arise, including: - Wellshot Road sites - Old Shettleston Road site	DPS	Q4	🟠
3.12	Continue to respond positively to opportunities to buy-back SHA Shared Ownership properties	DPS	On-going	🟢
3.13	Subject to financial viability and funding availability complete the purchase of up to 10 individual properties through the Council's private acquisitions programme.	DPS	Q4	🟠
3.14	Explore potential to offer 'light' factoring service to owners of unimproved properties on Shettleston Road to rear of SHA office	CEO/DPS	2024/ 25	🟢
4. Support our tenants and the local community to make positive change and deliver good health and well-being outcomes.				
	Cost of Living Supports			
4.1	Continue to maximise uptake of funded assistance for tenants affected by the ongoing cost of living pressures. Support projects/initiatives that:			
	a) Target action to inform, engage with and support those most affected	HM	Q1	🟠
	b) Improve joint working with other partners already providing services to increase take up by our residents	HM	Q1	🟠
	c) Effectively deliver the funding already sourced to assist residents with fuel bills and other living costs	CRO	Q1	🟠
	d) Pursue further grant-funding opportunities to support residents with living costs.	CRO	Q4	🟠

Strategic Objective	Key priorities/tasks/projects/targets	Lead	Target	Risk if not achieved
4.2	Deliver effective income maximisation, money and energy advice services			
	a) Monitor and review outputs of Tollcross & Shettleston Money Advice Project (TSMAS) and our own in-house welfare rights advice service.	DCCS/HM	Q1	🟠
	b) Continue to work with Tollcross HA and Trust to secure ongoing funding support for TSMAS	CRO	Q1/Q2	🟠
	a) Energy Advice Project: deliver the new energy advice service and ensure project delivers on the outcomes proposed in the funding bid (including number of clients assisted and events held)	DCCS/EA	Q4	🟠
4.3	Support access to affordable food in the area			
	a) Analyse local take-up of the Shettleston Food Pantry services at our 981 Shettleston Rd and premises and evaluate scope for increased take-up.	CRO	Q1	🟠
	b) Confirm updated plan and arrangements for operation of Shettleston food pantry outlet in collaboration with Parkhead HA from 2024/25 onwards	CEO	Q1	🟠
	c) Continue to provide accommodation for the Food Bank at our Sth Vesalius St shop but also explore options with other organisations for additional use of the premises.	DPS & CRO	Q2	🟢
	Support employability in the local area			
4.4	Review options for offering SHA work experience & modern apprentice opportunities going forward	CSM	Q4	🟢
4.5	Continue to support Upkeep's role in developing apprenticeship and training opportunities	Mgt Team & CRO	On-going	🟢
4.6	Host Jobs & Business Glasgow sessions to help ensure ready access in local area to employability support	CRO	Q1	🟢
4.7	Continue to support other local partner organisations through assistance with accommodation, funding applications and general governance:			

Strategic Objective	Key priorities/tasks/projects/targets	Lead	Target	Risk if not achieved
	a) Shettleston Community Growing Project (SCGP) – continue to work with new project co-ordinator and worker to ensure project is well managed and look to increase publicity and awareness of project in the local area. Enter into SLA for ongoing services.	CRO	On-going	
	b) Men's Shed – continue to build relationship between the group and SHA staff with a view to increasing membership and range of activities offered. Help with publicity where required	CRO	On-going	
	c) FUSE Youth café – increase role and presence of SHA at events and activities offered by Fuse and ensure SHA tenants are being aware of and being referred to partner activities.	CEO	On-going	
	d) Shettleston Does Digital: liaise with FUSE to review service outputs and ensure compliance with our grant funding bid and scope for future funding	CRO	On-going	
	e) Shettleston Keenagers - work with the group to ensure there are clear roles and responsibilities agreed in relation to H&S and use of the common areas. Help support group to publicise their activities	CRO	On-going	
4.8	Organise a summer 2024 community event and link in with community partners with opportunities to attend (where their service can be of benefit to SHA tenants)	CRO	Q2	
4.9	Deliver the new mural at gable end at St Marks Street: secure funding and appoint delivery partner to implement ideas	CRO	Q3	
	Improve engagement with minority communities in the local area			
4.10	Continue to build on the success of English as a second language (ESOL) classes in the local area to look and ways do develop relationships and increase uptake	CRO	Q1	
4.11	Develop a plan for improved engagement with minority communities and hard to reach groups in the area	CRO	Q1	
	Develop our role as a "community anchor":			
4.13	Complete the feasibility assessment of taking Shettleston Community Centre into community ownership in collaboration with FUSE and other partners.	CEO/DCCS	Q4	

Strategic Objective	Key priorities/tasks/projects/targets	Lead	Target	Risk if not achieved
4.14	Develop a plan for the future operation of the HUB @ 981 Shettleston Rd in conjunction with partners.	CRO	Q4	🟠
4.15	Explore scope for the development of a Shettleston locality plan with other partners.	CEO/DCCS	Q2	🟢
4.16	Develop a revised "wider role" strategy for SHA to have regard to a review of needs in the area, in consultation with residents.	DCCS/CRO	Q4	🟠
5. Continue to develop our staff team and refresh our working culture.				
5.1	Conclude and implement the review of the Customer & Community Service team structure to ensure best and most effective use of resources going forward.	DCCS	Q2	🟠
5.2	As part of this assess how Customer Service Advisers might provide more structured support to front-line service delivery.	DCCS	Q1	🟠
	Implement our People Plan			
5.3	Ensure all annual appraisals and personal training plans throughout the organisation are complete by end of May 2024.	Manage-ment Team	Q1	🟠
5.4	Review and decide in consultation with staff on future home working & flexible working arrangements, having regard to assessment of implications for staff satisfaction, productivity and customer service.	Exec Team	Q1	🟠
5.5	Continue to review use and design of office: • Consideration of possible benefits/downsides of bringing other organisations into the building and how this would work. • Subject to resource availability, implement energy efficiency improvements from 2023 study	DFCS & DPS	Q3	🟢
5.6	Conclude delivery of People Plan Action Plan with aim to schedule follow up staff satisfaction survey towards the end of the 2024/25 year.	CSM	Q4	🟠
5.7	Plan and organise a Group Spring Conference for the Spring of 2025.	CSM	Q4	🟠
5.8	Work collaboratively with our subsidiaries to make SHG a great place to work.	Exec Team	On-going	🟠

Key Performance Indicators for 2024/25

this to be updated from ARC / Q4 KPIs

REF	Description	SHA Annual Target 2023/24	SHA 31st March 2024	SHA Annual Target 2024/25
1	Total gross rent arrears as % of rent due	4%	**3.89% (TBC)**	**3.80%**
2	% of net arrears - Current Tenants (Net of anticipated HB/UC as per SHR Charter Guidance)	2.85%	**2.48% (TBC)**	**2.40%**
3	% of gross arrears - Former Tenants	1.40%	**1.39% (TBC)**	**1.40%**
4	% rent collected as % rent due	100.00%	**99.03% (TBC)**	**100.00%**
5	Total Rent Loss from all Voids as a % of gross rent	0.70%	**0.56% (TBC)**	**0.60%**
6	Re-let Period Calendar Days	18	**24.6 days (TBC)**	**18**
7	Proportion of lets to Homeless referrals	40	**33.9% (TBC)**	**50**
8	Emergency Repairs : % completed in 4hrs hours	100%	**100%**	**100.0%**
9	Repairs-urgent-% completed in 3 days	97%		**97.5%**

REF	Description	SHA Annual Target 2023/24	SHA 31st March 2024	SHA Annual Target 2024/25
10	Repairs-routine-% completed in 10 days	97%		**97.0%**
11	Repairs right first time	96%		**96.5%**
12	Gas Safety Inspections - how many times fail to meet statutory duty to complete a gas safety check	0 fails	**0 fails**	**0 fails**
13	% of properties with EICR in last 5 years	100%	**99.9%**	**100.0%**
14	Repairs % Post Inspections	15%		**15.0%**
15	Appointments - % of repair appointments kept	96%		**96.5%**
16	Void Repair Timescales	95%		**98.0%**
		90%		**95.0%**
		90%		**90.0%**
17	Staff Absence due to sickness	4%		**4%**
18	Interest Cover Covenant	100%		**103%**

REF	Description	SHA Annual Target 2023/24	SHA 31st March 2024	SHA Annual Target 2024/25
19	Gearing Covenant	46%		**44%**
20	Asset Cover	133%		**158%**
21	Tenant Satisfaction with reactive repairs	93%		**93.0%**
22	New Tenant Satisfaction with property condition at letting stage	85%	**83.0%**	**90.0%**
23	% Agreed spend on Planned Maintenance by quarter end	Quarter 1 - 20% Quarter 2 - 55% Quarter 3 - 85% Quarter 4 - 100%	Quarter 1 - 11% Quarter 2 - 22% Quarter 3 - 33% Quarter 4 - 64%	**Quarter 1 - 24%** **Quarter 2 - 60%** **Quarter 3 - 85%** **Quarter 4 - 100%**
24	% Agreed spend on Cyclical Maintenance by quarter end	Quarter 1 - 20% Quarter 2 - 50% Quarter 3 - 80% Quarter 4 - 100%	Quarter 1 - 22% Quarter 2 - 48% Quarter 3 - 74% Quarter 4 - 102%	**Quarter 1 - 20%** **Quarter 2 - 50%** **Quarter 3 - 80%** **Quarter 4 - 100%**
25	Average cost of reactive repair	£115		**£115**
26	Average cost of void works per property (incl major works and higher spec)	£1,500		**£2,300**
27	% Grant spend on medical adaptations by quarter	Quarter 1 - 25% Quarter 2 - 50% Quarter 3 - 80% Quarter 4 - 100%	**Q4 - 141%**	**Quarter 1 - 25%** **Quarter 2 - 50%** **Quarter 3 - 80%** **Quarter 4 - 100%**

SHETTLESTON HOUSING ASSOCIATION
FINAL BUDGET 2024/25
STATEMENT OF COMPREHENSIVE INCOME

	Draft Budget 2024/2025 £'000	Budget 2023/2024 £'000	Latest Estimate 2023/2024 £'000	2023/24 Variance £'000	Actual 2022/2023 £'000
Turnover					
Gross Rents	11,607	10,890	10,903	13	9,883
MMR Flats: Lease Income	111	105	105	(0)	98
Service Charge Income	512	478	482	4	439
Gross Rents & Service Charge Income	12,230	11,473	11,490	17	10,420
Rent Loss from Void properties	(121)	(114)	(114)	(0)	(77)
Net Rent & Service Charge Income	12,109	11,359	11,376	17	10,343
Other Income	787	746	805	59	759
Total Turnover	**12,896**	**12,105**	**12,181**	**76**	**11,102**
Operating Costs					
Management and Maintenance Administration Costs	3,520	3,212	3,070	142	2,807
Service Charge Costs	1,007	1,067	1,039	28	993
Planned, Cyclical and Other Repairs - Direct Costs	1,108	1,189	1,281	(92)	987
Reactive & Voids Maintenance - Direct Costs	1,816	1,530	1,408	122	1,373
Abortive Development Costs: Shettleston Halls	-	-	-	-	-
Bad Debts Written Off - Rents and Service Charges	121	114	114	(0)	104
Housing Depreciation	2,390	2,244	2,213	31	1,988
Other Costs - Factoring	57	60	55	5	51
Total Operating Costs	**10,019**	**9,416**	**9,180**	**236**	**8,303**
Operating Surplus/(Deficit)	**2,877**	**2,689**	**3,001**	**312**	**2,799**
Gain/(Loss) on Fixed Assets Disposal	-	-	-	-	
Interest Receivable	21	38	67	29	43
Interest Payable: True loans	(2,063)	(2,003)	(2,013)	(10)	(1,835)
Interest Payable: Notional loans - Break cost Adjustment	828	816	816	(0)	803
Gift Aid From Subsidiary	-	-	92	92	300
Commercial Revaluation Gain/Loss	-	-	-	-	87
Surplus/(Deficit) Before Tax	1,663	1,540	1,963	423	2,197
Actuarial Gain/(Loss) on pensions - SHAPS	-	-	-	-	(593)
Actuarial Gain/(Loss) on Pensions - LGPS	-	-	-	-	-
Total Comprehensive Income	**1,663**	**1,540**	**1,963**	**423**	**1,604**
Excluding Notional Loan Interest Adjustment: Surplus	835	724	1,147	(423)	801

SHETTLESTON HOUSING ASSOCIATION
PROJECTED STATEMENT OF FINANCIAL POSITION

	Budget for the year ended 31/03/2025 £'000	Forecast for the year ended 31/03/2024 £'000	Actual for the year ended 31/03/2023 £'000
Fixed Assets at Cost			
Housing Properties	95,209	91,865	89,676
Less: Aggregate Depreciation	(16,709)	(14,319)	(12,217)
	78,500	77,546	77,459
Other Fixed Assets	3,147	3,047	2,844
Less: Aggregate Depreciation	(1,205)	(1,112)	(1,039)
	1,942	1,935	1,805
	80,442	**79,481**	**79,264**
Current Assets			
Rent Arrears	508	509	503
Less: Provision for Bad Debt	(450)	(450)	(355)
Net rent arrears	58	59	148
Accrued Income	27	527	107
Prepayments	142	142	103
Trade Debtors	25	25	10
Due by Subsidiaries < 1Year	25	25	(2)
Due by Subsidiaries > 1 Year (Loan to Subsidiary)	669	669	669
Other Debtors	109	109	168
Factoring Arrears	57	57	37
Less: Provision for Bad Debt	(34)	(34)	(39)
Cash at Bank and in Hand	2,247	2,150	1,043
	3,325	3,729	2,244
Creditors: Amounts Falling Due Within 1 Year			
Trade Creditors	(702)	(662)	(426)
Accruals	(596)	(556)	(408)
Due to Subsidiaries < 1 Year	-	-	-
Other Creditors	(244)	(244)	(343)
SHAPS Pension Due	-	-	-
Rent Paid in Advance	(515)	(515)	(479)
Factored Owners Credits	(9)	(9)	-
Deferred Capital Grant	(351)	(351)	(351)
	(2,417)	(2,337)	(2,007)
Net Current Assets / Liabilities	**908**	**1,392**	**237**
Total Assets Less Current Liabilities	**81,350**	**80,873**	**79,501**
Creditors : amounts falling due after more than 1 year			
Long Term Loans: True Loans	(41,600)	(41,600)	(41,600)
Loans: Notional Debt Break Costs	(8,627)	(9,456)	(10,340)
Deferred Capital Grant	(15,966)	(16,324)	(16,029)
SHAPS - Pension	(487)	(487)	(487)
Strathclyde - Pension	-	-	-
	14,670	**13,006**	**11,045**
Capital and reserves			
Share Capital	1	0	0
Revenue Reserve	14,668	13,005	11,044
Capital Redemption Reserve	1	1	1
	14,670	**13,006**	**11,045**

SHETTLESTON HOUSING ASSOCIATION
FINAL BUDGET 2024/25
CASHFLOW STATEMENT

	APRIL	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	TOTAL
INCOME	£	£	£	£	£	£	£	£	£	£	£	£	£
Housing : Rental Income	967,226	967,226	967,226	967,226	967,226	967,226	967,226	967,226	967,226	967,226	967,226	967,226	11,606,707
Garage : Rental Income	418	418	418	418	418	418	418	418	418	418	418	418	5,018
Less Voids	(10,099)	(10,099)	(10,099)	(10,099)	(10,099)	(10,099)	(10,099)	(10,099)	(10,099)	(10,099)	(10,099)	(10,099)	(121,191)
Service Charges Income	42,703	42,703	42,703	42,703	42,703	42,703	42,703	42,703	42,703	42,703	42,703	42,703	512,438
Commercial Rents	4,600	4,600	4,600	4,600	4,600	4,600	4,600	4,600	4,600	4,600	4,600	4,600	55,206
Factoring Fees and Recoveries	5,595	5,595	5,595	5,595	5,595	5,595	5,595	5,595	5,595	5,595	5,595	5,595	67,140
MMR Lease Income	9,259	9,259	9,259	9,259	9,259	9,259	9,259	9,259	9,259	9,259	9,259	9,259	111,102
Other Income	25,269	25,269	25,269	25,269	25,269	25,269	25,269	25,269	25,269	25,269	25,269	25,269	303,226
TOTAL INCOME	**1,044,970**	**1,044,970**	**1,044,970**	**1,044,970**	**1,044,970**	**1,044,970**	**1,044,970**	**1,044,970**	**1,044,970**	**1,044,970**	**1,044,970**	**1,044,970**	**12,539,646**
REVENUE COSTS													
Payroll Costs	206,634	206,634	206,634	206,634	206,634	206,634	206,634	206,634	206,634	206,634	206,634	206,634	2,479,605
Service Charges and Costs	80,580	80,580	80,580	80,580	80,580	80,580	80,580	80,580	80,580	80,580	80,580	80,580	966,966
Maintenance Costs	175,922	207,982	162,653	285,771	269,512	171,015	312,460	450,561	192,935	190,648	229,085	275,334	2,923,878
Insurance	-	384,829	-	-	-	-	-	-	-	-	-	-	384,829
Office Overheads	46,904	46,904	46,904	46,904	46,904	46,904	46,904	46,904	46,904	46,904	46,904	46,904	562,846
Equipment Maintenance	72,503	7,811	20,111	9,442	8,294	9,999	12,222	31,951	7,539	9,427	7,539	7,539	204,379
Affiliations & Subscriptions	10,644	-	-	185	-	2,376	-	-	600	10,185	18,792	941	43,723
Sub total management costs	**593,187**	**934,740**	**516,882**	**629,516**	**611,924**	**517,509**	**658,800**	**816,630**	**535,192**	**544,378**	**589,535**	**617,933**	**7,566,226**
Pension Fund Past Service Deficit Cont + Scheme Expense Contribution	-	-	-	-	-	-	-	-	-	-	-	-	-
VAT Payable	10,000	-	-	10,000	-	-	10,000	-	-	10,000	-	-	40,000
TOTAL REVENUE COSTS	**603,187**	**934,740**	**516,882**	**639,516**	**611,924**	**517,509**	**668,800**	**816,630**	**535,192**	**554,378**	**589,535**	**617,933**	**7,606,226**
Operating Surplus/Deficit	**441,784**	**110,231**	**528,088**	**405,455**	**433,046**	**527,462**	**376,171**	**228,340**	**509,778**	**490,592**	**455,436**	**427,038**	**4,933,420**
Capital Expenditure													
Capital Major Repairs : Existing Stock	86,720	170,053	314,400	367,333	383,520	452,453	292,800	300,333	147,720	171,053	36,720	70,053	2,793,160
Development Expenditure	-	-	-	-	-	-	-	-	70,000	-	70,000	80,000	220,000
Shared Ownership Acquisition	-	-	25,000	-	25,000	-	-	-	30,000	-	-	-	80,000
Private Acquisitions	-	20,000	-	20,000	-	20,000	-	20,000	-	20,000	-	-	100,000
Office Capital Expenditure - Others	125	-	-	-	-	-	125	-	-	-	-	-	250
Office Capital Expenditure I T	100,274	-	-	-	-	-	-	-	-	-	-	-	100,274
Development Grants	-	-	-	-	-	-	-	-	-	-	-	-	-
Other Grant Funding (property acquisitions)	500,000	-	-	-	-	-	-	-	-	-	-	-	500,000
Interest receivable	1,756	1,756	1,756	1,756	1,756	1,756	1,756	1,756	1,756	1,756	1,756	1,756	21,070
Loan Interest Payable	160,808	-	357,494	160,808	-	357,494	162,575	-	353,609	160,808	-	349,723	2,063,320
Net Cash Movement in Month	**595,612**	**(78,067)**	**(167,050)**	**(140,931)**	**26,282**	**(300,730)**	**(77,574)**	**(90,237)**	**(89,795)**	**140,487**	**350,472**	**(70,983)**	**97,486**
Cummulative Monthly movements in cash	595,612	517,545	350,495	209,564	235,846	(64,884)	(142,458)	(232,695)	(322,490)	(182,003)	168,468	97,486	
Opening Balance b/f	2,150,000	-	-	-	-	-	-	-	-	-	-	-	2,150,000
Loan Drawndown	-	-	-	-	-	-	-		-	-	-	-	-
Cummulative Closing Balance c/f	**2,745,612**	**2,667,545**	**2,500,495**	**2,359,564**	**2,385,846**	**2,085,116**	**2,007,542**	**1,917,305**	**1,827,510**	**1,967,997**	**2,318,468**	**2,247,486**	**2,247,486**

Consolidated Statement of Cash Flow | Shettleston HA | Plan

Period: 01 April 2023 - 31 March 2053	2024	2025	2026	2027	2028
	£000's	£000's	£000's	£000's	£000's
Total Receipts					
Opening Balances					
Debtor Creditor Growth	101				
Rent					
Shettleston					
Rented					
Rental Income	10,638.50	11,336.50	11,681.00	12,031.50	12,426.30
Service Charge Income & Costs	472.4	502.2	512.2	522.5	532.9
Rented Total	11,110.80	11,838.70	12,193.30	12,553.90	12,959.30
Rented: Shared Ownership Units					
Rental Income - Shared Ownership	38.4	40.4	40.1	41.3	42.7
Shettleston Total	11,149.30	11,879.00	12,233.40	12,595.30	13,002.00
Other Income					
Commercial Letting Income	54	55.2	56.3	57.4	58.6
MMR Lease income	105.4	111.1	113.3	115.6	117.9
Garage Rent	5.1	5.2	5.3	5.4	5.5
Other income management fees & upkeep inte	314.8	270.4	244.7	249.6	254.6
Revenue Grants - Medical Adaptations Costs	140	100	102	104	106.1
Other Income Total	619.3	541.9	521.6	532.1	542.7
Total Receipts Total	11,869.60	12,420.90	12,755.00	13,127.30	13,544.70
Total Payments					
Rent					
Shettleston					
Rented					
Service Charge Income & Costs	-1,039.00	-1,007.30	-1,027.40	-1,048.00	-1,068.90
Routine Maintenance - Social Housing	-1,408.00	-1,816.10	-1,845.00	-1,891.10	-1,938.40
Management Costs - Office Running Costs	-1,126.30	-1,194.20	-1,218.10	-1,242.50	-1,267.30
Planned & Cyclical Maintenance	-1,281.00	-1,107.80	-1,135.50	-1,163.90	-1,193.00
Factoring Costs	-55	-57.5	-58.6	-59.8	-61
Rented Total	-4,909.30	-5,182.80	-5,284.60	-5,405.20	-5,528.60
Cash Paid To Employees	-1,862.60	-2,240.40	-2,226.40	-2,282.10	-2,339.10
Cash flow from Operating Activities	**5,097.70**	**4,997.70**	**5,244.00**	**5,440.00**	**5,676.90**
Provisions for tax					
Surplus for the year	**5,097.70**	**4,997.70**	**5,244.00**	**5,440.00**	**5,676.90**
Total Adjustments for invest or financing activities					
Net cash generated from operating activities	5,097.70	4,997.70	5,244.00	5,440.00	5,676.90
Cash flow from investing activities					
Purchase of tangible fixed assets					
Shettleston					
Rented					
Major Repairs Capitalised	-1,801.50	-2,693.20	-2,871.60	-2,849.30	-3,132.00
Staff Costs	-131.8	-143	-142.1	-145.7	-149.3
Other Fixed Assets - office	-1	-1	-1	-1	-1.1
Other Fixed Assets - Additions IT	-110	-100.3	-15.3	-15.6	-15.9
SO Major Repairs Capitalised	-50	-80			
Rented Total	-2,094.30	-3,017.40	-3,030.00	-3,011.60	-3,298.20
Purchase of tangible fixed assets Total	-2,094.30	-3,017.40	-3,030.00	-3,011.60	-3,298.20
Proceeds from sale of tangible fixed assets					
Grants received					
Interest Received (cash)	49.5	36.3	36.2	39.6	40.8
Total Cash flow from investing activities	**-2,044.80**	**-2,981.20**	**-2,993.80**	**-2,972.00**	**-3,257.40**
Cash flow from financing activities					
Interest paid	-2,043.20	-2,076.20	-2,051.80	-2,019.30	-2,023.80
Interest element of finance lease rental payment					
New secured loans			400	1,500.00	1,000.00
Capital Repayments			-925.9	-1,234.60	-1,234.60
Loan Working Capital Movements					
Total Cash flow from financing activities	**-2,043.20**	**-2,076.20**	**-2,577.70**	**-1,753.90**	**-2,258.40**
Cash & cash equivalents at the beginning of year	**1,043.10**	**2,052.80**	**1,993.10**	**1,665.50**	**2,379.70**
Net Change in Cash & cash equivalents	**1,009.70**	**-59.7**	**-327.5**	**714.2**	**161.2**
Cash & cash equivalents at the end of year	**2,052.80**	**1,993.10**	**1,665.50**	**2,379.70**	**2,540.90**
Average cash balances	2,126.40				